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ABSTRACT

Abstracts of documents relating to the planning, management, and delivery of human services are provided in this journal. The journal is divided into four parts: abstracts, arranged in alphabetical order by title; an alphabetical list of authors; an alphabetical list of documents; and a subject index. Each document citation includes ordering information. (JH)

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Project Officer, EILEEN WOLFF
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**A National Clearinghouse
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of Human Services**

PREFACE

About This Journal

The *Journal of Human Services Abstracts* is published quarterly by PROJECT SHARE, a Clearinghouse for Improving the Management of Human Services. PROJECT SHARE acquires, evaluates, stores, and makes available a broad range of documentation on subjects of concern, interest, and importance to those responsible for the planning, management, and delivery of human services. PROJECT SHARE is operated for the Office of the Assistant Secretary for Planning and Evaluation, HEW, by Aspen Systems Corporation.

The *Journal* publishes an indexed list of all documents included in the PROJECT SHARE automated data base. It is restricted to those documents actually acquired by PROJECT SHARE and is not meant to provide comprehensive coverage of the field.

How To Use This Journal

The *Journal of Human Services Abstracts* is divided into four parts: the abstracts themselves, arranged in alphabetical order by title; an alphabetical list of authors; an alphabetical list of documents; and a subject index. The index provides a timesaving guide to the abstracts by specific subject category. The categories will be listed alphabetically and will include cross-references between conceptually related index terms and cross-references from synonyms to the preferred terms. Specific numeric citations (sequential abstract numbers) will follow the preferred index terms. These are *not* to be confused with the document accession and ordering numbers which appear at the left of the last line of each citation (see example below).

Client records processing
See also Integration-oriented keeping of client records
162
Client referral
155, 156, 187, 207, 290, 291
Client tracking methods
See Integration-oriented keeping of client records
Clothing assistance services
189
COG's
See Councils of governments
College/university research centers
194, 280
Colocation of services
174, 187, 204
Communication and public information services
164
Communication mechanisms (interagency)
See Interagency communication mechanisms
Community/agency relationship techniques
See Agency/community

relationship
techniques

As can be seen, one document is relevant to at least two of the subject categories – abstract number 187.

(Sequential abstract no.) **187.** *Developing Generic Capability through Welfare Services Integration: Concepts, Alternatives, Limitations.*
Robert A. Pitts.
15 Sep 75, 59p
(Order number) **SHR-0000694** Available from NTIS, PC$5.25/MF$3.00.

In the above examples, we see that abstract 187 is entitled *Developing Generic Capability through Welfare Services Integration: Concepts, Alternatives, Limitations*, that the report was published September 15, 1975, that it is 59 pages long, and that it costs $5.25 for a paper copy (PC) and $3.00 for a microfiche (MF) copy. The availability statement indicates that it is obtainable from the National Technical Information Service. If the document was available from PROJECT SHARE or a private publisher, the statement would say 'PROJECT SHARE' or give another source and the address. We also note that there is a 6- to 10-page *Executive Summary* of the document available from PROJECT SHARE. The actual abstract of the document would immediately follow these citation data.

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P.O. Box 2309
Rockville, MD 20852
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abstracts

301. *Advocacy and the Developmentally Disabled.*
Anita Crosson.
Oregon Univ., Eugene. Rehabilitation Research and Training Center in Mental Retardation.
Oct 77, 127p
SHR-0002675 Available from Rehabilitation Research and Training Center in Mental Retardation, Clinical Services Bldg., University of Oregon, Eugene, OR 97403.

This monograph on advocacy and the developmentally disabled is the ninth in a series of monographs published by the Rehabilitation Research and Training Center in Mental Retardation at the University of Oregon. The primary goal of the monograph is to provide a framework for understanding advocacy as it relates to developmentally disabled persons and convey the significance of the advocacy movement to this population. It is also intended to lend assistance to developmentally disabled persons, their parents, professionals, and others interested in being advocates. An overview is given of the field of advocacy and the developmentally disabled. The meaning of advocacy, the events leading to the development of the advocacy function, and the need for advocacy are discussed. The implications of Federal legislation for advocacy are examined, and individual rights relating to services and provisions for insuring the quality of services are addressed. The complex system of services, programs, and funding sources which is of concern to the developmentally disabled and their advocates is discussed. Included is a taxonomy of services and a listing of service definitions. A model for a comprehensive support/advocacy system for the developmentally disabled is presented, and the system is examined in relation to its structure, components, and interactions. An annotated bibliography on advocacy is provided. Monograph No. 9 in University of Oregon's studies in rehabilitation of the retarded.

302. *After Release: The Volunteer's Role in Social Readjustment of Elderly Patients.*
Majid Al-Khazraji, Hyman L. Cohen, Rutherford E. Everest and Richard Stratton.
Saint Francis Coll., Loretto, Pa.
1973, 13p
SHR-0002552 Pub. in Massachusetts Jnl. of Mental Health v4 n2 p32-44 Winter 1974.

Where other societal alternatives are lacking, many older persons are being admitted to mental hospitals simply because there is no other place for them. Role flexibility, basic to social adjustment of the elderly, disintegrates into a patient/institution role set aggravating the isolation of old age. When deinstitutionalization becomes a goal, hospital administrators fear that the elderly patient will no longer be able to readjust to community life without assistance. Intimate contact with nonprofessional volunteers can aid in removing the elderly person's dependence on mental health professionals by removing the 'patient' image. There is a danger that volunteers may lose motivation and develop feelings of inadequacy necessitating skillful, if minimal, supervision of volunteers by professionals. Community resources should be pooled so that they are readily accessible to both volunteers and clients. An experiment conducted in the spring and summer of 1970 tested the above assumptions from the perspective of the agency, the volunteer, and the patient. Data indicating behavioral changes undergone by patients as perceived by volunteers is presented in tabular form. Two factors emerge as essential to the successful utilization of lay volunteers: (1) volunteers must visit their friends regularly to provide consistent support contact; and (2) professional consultants maintain high standards in screening volunteers and have sufficient knowledge of aging and mental illness to be able to guide volunteers. A bibliography is included in the paper.

303. *Agencies and Foster Children.*
Deborah Shapiro.
Child Welfare League of America, Inc., New York.
1976, 216p
SHR-0002711 Available from Columbia University Press, 136 S. Broadway, Irvington, NY 10533.

This book reports a 5-year study of the foster care system in New York City which focused on the operations of the agencies and their child care workers. Over 600 children placed in foster care were followed from the time of placement. Data were obtained on the attitudes of the child care workers toward the families and children they served. A substudy of the child welfare workers demonstrated how worker's attitudes affected the outcome of placement and compared workers in public and voluntary agencies. Some of the basic assumptions of casework are tested. The findings indicate that despite strong professions of concern for preserving the integrity of families, foster care agencies tend to perpetuate foster care. Worker's evaluation of the mother is central to the movement of children out of foster care. A major factor contributing to the continuation of foster care is the child care worker's difficulty in assessing maternal adequacy. Although developments such as subsidies, relaxed standards, preference to foster parents, single parent adoption, and interracial adoption are widely reported, much progress is yet to be made in the field. Structural and ideological obstacles to changing the foster care system are discussed, and methods of overcoming them are recommended. An index and a list of publications on child welfare and family welfare research are provided. One of a series on Social Work and Social Issues' published by Columbia U. School of Social Work.

304. *Alternatives for Delivering Public Services. Toward Improved Performance.*
E. S. Savas.
Columbia Univ., New York. Graduate School of Business Administration.
1977, 145p
SHR-0002651 Available from Westview Press, 5500 Central Ave., Boulder, CO 80301.

A series of monographs presented at the Diebold Institute for Public Policy Studies, Inc., seminars during the fall and winter of 1976-77 considers the nature of public goods, explores alternatives to city departments, and discusses the use of vouchers in giving citizens a choice in selecting their public service providers. These seminars are a part of the institute's efforts to identify and analyze potentials for private sector involvement in the delivery of public services. Government performs two important roles; it functions as a mechanism for making decisions about community and societal concerns, and it provides goods and services. Characteristics that can be used to classify certain goods as public and others as private are detailed. Public goods are defined as goods which are not subject to exclusion and are subject to jointness in their consumption or use. The need for collective action with respect to public services is stressed. Seven alternative ways of providing public services are identified: (1) a government can provide collective services directly to citizens via its own agencies and employees; (2) a government can hire another government jurisdiction to supply services; (3) a government can hire a private firm to supply services; (4) a government can grant an exclusive monopoly or a franchise to a private firm and regulate it while it sells its service to the populace; (5) the free market can operate where private organizations provide service, but where citizens entitled to service are subsidized through a voucher system; (6) instead of subsidizing service recipients, a government can subsidize service producers through grants or giving them a tax-exempt status; and (7) a government can articulate a collective need for service, mandate that everyone purchase the service in the marketplace, and enforce the law by inspecting for compliance. Supportive data are tabulated, and an annotated bibliography and a list of tables and figures appearing in the text are included. Monographs presented at Diebold Institute seminars during fall / winter of 1976-77.

305. *Assessing Mental Health Needs of Children.*
Donald A. Lund and Susan L. Josephson.
New York State Dept. of Mental Hygiene, Albany. Bureau of Program Evaluation.
Mar 75, 17p
SHR-0001258 Available from NTIS, PC $4.00/MF $3.00

Physical and mental health needs of children, as well as service utilization patterns and natural providers of services to children, were evaluated by means of a 253-item questionnaire administered in two rural counties in the northern part of Florida. The instrument was administered by trained interviewers to the mother or most closely related significant other of the child. The interview was divided into six parts: a comprehensive inventory of the child's physical health, respondent perception of the child's development, questions derived from the National Health Survey to gain some insight into reliability and validity, questions designed to measure gross pathology, measures of utilization of existing services, and adaptations of Doll's preschool attainment record for children through 4 years of age and the Peterson-Quay behavior problem checklist for children between 5 and 17 years of age to measure gross deviations from developmental and behavioral norms. Of 180 selected children, 155 interviews were completed. An analysis of data from the interviews revealed that 6.2 percent of significant others associated with a child felt that the subject child had a serious emotional problem; 9.7 percent of significant others considered getting professional help. There was a potential need for service among 11.8 percent of the children between 5 and 17 years of age. Data for children through 4 years of age were not reliable. Only 1.6 percent of the children were in contact with mental health and related service delivery agencies. Supporting data are tabulated, and a list of references is provided. Presented at the 52nd Annual Meeting of the American Orthropsychiatric Association, Washington, D.C., Mar. 21-25, 1975.

306. *Automated Welfare Client-Tracking and Service Integration: The Case of Riverville.*
Rob Kling.
California Univ., Irvine. Public Policy Research Organization.
Aug 77, 45p
SHR-0002648 Available from Public Policy Research Organization, University of California, Irvine, CA 92727.

The effect of an automated client tracking system on clients, case workers, administrators, and operations of welfare agencies using it in Riverville, Calif. is analyzed. The Riverville welfare system is examined, and the operation of the automated information and referral system in the context of the city's welfare system is described. Social dynamics of computer-based information system use are abstracted from case data and contrasted with the findings of other studies. Design goals of the automated client tracking system in Riverville are to provide baseline information about the needs of people, to provide for and monitor the sequencing of social services on an orderly basis, to track individuals and families through the service system to insure their receipt of services as planned, and to provide information for management decisions about the amount of services individuals and families receive and their progress in breaking out of the cycle of poverty. Features of the system as an administrative tool are noted. The case of Riverville illustrates the role played by computing in integrating similar functions across organizational boundaries. Major impacts of the system were to enhance the administrative attractiveness of using agencies in the eyes of funders rather than to simply increase their internal administrative efficiencies. These impacts are joint products of both technical features of the system and organizational demands placed upon different agencies, administrators, and case workers.

307. *Black Elderly. A Guide for Practitioners.*
Joseph Dancy.
Michigan Univ., Ann Arbor. Inst. of Gerontology.

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1977, 56p
SHR-0002657 Available from Institute of Gerontology, University of Michigan, 520 E. Liberty St., Ann Arbor, MI 48109

Guidelines are presented in this manual to assist practitioners in the provision of services to black elderly persons. An attempt is made in the manual: (1) to raise the consciousness of practitioners and their employing agencies and institutions with regard to particular needs, problems, and strengths of the black elderly; (2) to suggest how the black elderly can be served more appropriately and supportively; (3) to provide the practitioner with a better understanding of the cultural heritage and traditions of the black elderly; and (4) to encourage the practitioner to re-examine his or her attitudes about aging and minorities. Societal views toward the elderly and the black elderly are examined. Major problems of aging exist in the areas of income, health, crime, transportation, nutrition, and housing. A profile of the black elderly population is presented in relation to age and geographic distribution, family ties, religion, employment patterns and job status, food preferences, oral traditions and language patterns, expectations and coping behavior, and strengths of the black elderly. Appendices contain an outline for a training program for practitioners, selected films and videotapes, a list of institutions with special concern for the elderly, and a publication on the black elderly. A bibliography is provided.

308. *Black Suicide and the Relational System: Theoretical and Empirical Implications.*
Robert Davis.
Wisconsin Univ. - Madison. Inst. for Research on Poverty.
Feb 78, 33p
SHR-0002707 Available from NTIS, PC $4.50/MF $3.00

The findings of a national study of black suicide are reported in this paper. This analysis is an attempt to suggest suitable explanations for the increase in black suicide, which is most pronounced among young blacks (age 20-34). The possible links between the weakening of traditional communal and familial ties and black suicide are examined, with a focus on the isolating effect of inmigration and living alone. It is hypothesized that these variables are factors limiting the development of the positive functional relations within the black community which have traditionally served as a buffer against suicide in response to stressful situations. Social scientists believe that the strength relational system or close social bonds are both critical to the individual and helpful in integrating him/her into the social system. A lack of such bonds is often used to explain a variety of deviant behaviors. An analysis of data collected from the States with the largest black populations show that black suicide is highly correlated to: (1) inmigration of young, upward mobile blacks who are isolated from their families, communities, and social institutions; and (2) level of education, as measured by the number of school years completed. Tables supply data in support of the discussion. References and suggestions for additional reading are included.

309. *Broome County/Town of Owego Rural-Urban Transportation/Human Services Study.*
Applied Resource Integration Ltd., Boston, Mass.
Mar 78, 184p Executive Summary available from PROJECT SHARE.
SHR-0002664 Available from NTIS, PC $9.00/MF $3.00

The results of a 10-month study of the potential for rural transit development and coordination of human service agency transportation in Broome County and the town of Owego, New York, are presented. Existing conditions in the study area are described, as well as the planned rural transit system design. Consideration is given to alternative rural transit systems, the recommended transit system design, the 5-year development program for the area, the management approach, the implementation plan, the marketing plan, and human service agency coordination. The recommended rural transit system is a demand-response service with a 24-hour advance notice requirement. This service will operate from 8 a.m. to 6 p.m., Monday through Friday. Coordinated transfers between the rural transit system and the Broome Transit System will be available in downtown Binghamton. The basic fare for the recommended system is $0.25 per trip. It is also recommended that one free transfer to the Broome Transit System be allowed for each trip into the urban area and that a discount ticket program be initiated. The proposed management structure for the rural transit system includes the Broome County structure which is already operational and a transportation commission for the town of Owego. Data on financial projections and the cost structure are provided. Coordination and consolidation are the two key concepts recommended to facilitate implementation in the study area. Five coordination and consolidation elements are identified: information and referral coordination, volunteer driver coordination, an operations clearinghouse, centralized dispatching, and consolidation.

310. *CACTUS: Machine Operator's Guide.*
Los Angeles Regional Criminal Justice Planning Board, Calif.
May 75, 103p Executive Summary available from PROJECT SHARE.
SHR-0002599 Available from NTIS, PC $6.50/MF $3.00

This manual provides operation schedule and program run descriptions for the Client Action, Characteristics, Tracking, and Record Updating System (CACTUS) as transferred from Kansas City, Missouri, to Los Angeles, California. Machine run descriptions are for CACTUS implementation on an IBM System 3, Model 10 with 16 thousand bytes of memory and two removable 5440 disk packs. Program execution decks were created using the RPG II compiler running under version 11 of the system 3 operating system. Operations run schedules include: weekly update, weekly reporting, quarterly to date reporting, and evaluation and special reporting. See also companion documents, SHR-0002591 – SHR-0002598; SHR-0002600.

311. *CACTUS: Security and Privacy.*
Los Angeles Regional Criminal Justice Planning Board, Calif.
May 75, 27p Executive Summary available from PROJECT SHARE.
SHR-0002600 Available from NTIS, PC $4.50/MF $3.00

Principles and procedures are proposed for the Los Angeles Regional Criminal Justice Planning Board: (1) to insure the integrity of record information and prevent the misuse of diversion project records; (2) to minimize the potential threats to privacy which are inherent in any recordkeeping system; and (3) to assure the maximum possible confidentiality of individually identifiable recorded information. The manual covers the following areas: (1) the principles which form the basis of guidelines and procedures required as part of the Client Action, Characteristics, Tracking, and Record Updating System (CACTUS); (2) the rights of clients to be informed about CACTUS, to have access to records concerning themselves, and to have an opportunity to seek the correction of those records; (3) procedures for the control and content of computerized information; and (4) requirements necessary to assure the security of the system itself, including rules and procedures with respect to access to data and internal and external computer safeguards. Those CACTUS operational processes which are potentially harmful or restrictive of clients' rights are discussed. Safeguards and procedures to restrict the use of client information to authorized users on a need-to-know basis are defined. The following major areas of system security are discussed:

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access/entry of data, external security (security features other than software safeguards), and internal security (specific software/computer program safeguard features). See also companion documents, SHR-0002591 — SHR-0002599.

312. *CACTUS: System Documentation.*
Los Angeles Regional Criminal Justice Planning Board, Calif.
May 75, 199p Executive Summary available from PROJECT SHARE.
SHR-0002597 Available from NTIS, PC $9.00/MF $3.00

Systems documentation is provided for the Client Action, Characteristics, Tracking and Record Updating System (CACTUS), which was transferred from Kansas City, Missouri, to assist managers and planners of youth service programs in Los Angeles County, California. Three distinct manuals constitute the complete information system documentation: (1) a computer operations manual, containing a description of computer run sequences and time cycles; (2) a systems documentation manual, containing general system flows, keypunch instructions and card layouts, file record layouts, output report descriptions, as well as a code manual with corresponding procedures; and (3) a system users' handbook, describing both the input (form) preparation procedures and the output (report) content. Appendices to the systems documentation manual provide the following: a problem dictionary, a needs dictionary, an agency dictionary, census tracts for Central City Los Angeles, and admission status codes. See also companion documents, SHR-0002591 — SHR-0002596; SHR-0002598 — SHR-0002600.

313. *CACTUS: User Handbook.*
Los Angeles Regional Criminal Justice Planning Board, Calif.
May 75, 84p Executive Summary available from PROJECT SHARE.
SHR-0002598 Available from NTIS, PC $6.00/MF $3.00

The Client Action, Characteristics, Tracking, and Record Updating System (CACTUS) for reporting on client progress through diversion processes is described from the perspective of the case manager, and instructions are given for the preparation of reports. The three main phases regulating the flow of clients through the Youth Service System are intake, assessment, and services including case management and direct services. The record system used for diversion clients has four basic elements: the data base, the need list, the service plan, and progress notes. CACTUS generates two categories of output reports: operational reports which track and describe the client activity and progress for operating staff and program analysis reports used for planning and decisionmaking by top level administrators. The program analysis reports give a complete, cumulative picture of clients served, their geographical dispersal through the service area, the nature and distribution of their presenting problems or juvenile offenses, and the status and flow of clients through the service system. Examples of both categories of output reports are provided. See also companion documents, SHR-0002591 — SHR-0002597; SHR-0002599; SHR-0002600.

314. *Case History: City of Worcester Partnership Project.*
Sidney Gardner, Paul Ehrhardt and Martin J. Blank.
Rj Associates, Inc., Arlington, Va.
1977, 48p Executive Summary available from PROJECT SHARE.
SHR-0002402 Available from NTIS, PC $4.50/MF $3.00

A national partnership program was initiated by DHEW in 1974 to test the impact on State and local government of approaches to improved planning of services, and 20 case histories were compiled in order to make an assessment of the program. The Worcester (Mass.) project demonstrates the difficulties which a city can have in establishing its role within the human services system vis-a-vis private agencies. The Office of Human Services Programs (OHSP), the Partnership grantee, was created by the city of Worcester to establish collaborative arrangements with neighborhood centers and to develop an information and referral (I and R) system. However, the OEO-funded Worcester Community Action Council (CAC) became a major competitor of OHSP for the allegiance of some of the neighborhood centers. Conflict and competition between CAC and OHSP became particularly intense when two centers were jointly funded for a short time by CAC and OHSP. During its second year, OHSP began to focus more directly on addressing policy issues for the city manager and city council. The city manager developed confidence in the ability of the OHSP director, and OHSP was successful in helping to develop an I and R system in neighborhood centers, in obtaining sources of funding in the city, and in building the capacity of the city manager within the context of the city government. The Worcester experience provided the basis from which lessons regarding human services reform can be drawn, and these lessons are presented from the viewpoints of project staff and evaluators. See also related documents, SHR-0002401; SHR-0002403 — SHR-0002421.

315. *Case Study of the Delaware Partnership Project.*
Martin J. Blank.
Rj Associates, Inc., Arlington, Va.
1977, 40p Executive Summary available from PROJECT SHARE.
SHR-0002403 Available from NTIS, PC $4.50/MF $3.00

The Delaware partnership project, in an attempt to improve the delivery of human services through the local government, focused on three issues: (1) a human resource coordination unit in the office of the Governor; (2) the development of an information and referral (I and R) system; and (3) further pilot development of the program budgeting system. The role of Special Assistant for Human Resources (SAHR) was viewed by HEW as a key position. Although SAHR was to establish an integrated human resources coordination capability at the Governor's level, SAHR was viewed solely in terms of a crisis management assistant. At the end of 2 years, the only successful product of the Delaware project was the Directory of Human Services. However, a new Governor took office in 1977. He initiated reform by merging planning and budgeting into a single agency. In addition, the SAHR relationship with the new Governor improved. It was noted that there must be support from a Governor and his staff in a capacity-building project for the project to succeed. This should not mean that the purpose of a grant is merely to secure access to a chief official; access, in fact, may not be achieved unless there is some concern and interest on the part of the elected officials with regard to the project initiative. On the other hand, projects functioning in disorganized political environments where little consensus concerning a human services reform agenda exists may experience insurmountable problems during implementation. See also related documents, SHR-0002401; SHR-0002402; SHR-0002404 — SHR-0002421.

316. *Case Study of the Georgia Partnership Project.*
Martin J. Blank and David Lollis.
Rj Associates, Inc., Arlington, Va.
1977, 34p Executive Summary available from PROJECT SHARE.
SHR-0002404 Available from NTIS, PC $4.50/MF $3.00

The problem addressed by the capacity-building project arose in the development of a statewide information and referral (I and R) system known as TIE LINE. Since the Georgia Department of Human Resources (DHR) was in the process of reorganization and consolidation of its programs, the Governor believed that a public demonstration that the DHR could do to improve citizen access to needed human services

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would be a timely achievement. The regional office of HEW agreed to use partnership funds for the development of TIE LINE, but the project was plagued by a variety of technical and institutional problems. There was little support for the project in the division of administrative services, the division placed in charge of the effort. The project was plagued by turnover within the DHR as well as within the TIE LINE staff itself. In addition, as a result of difficulties in the computer system, TIE LINE data were inaccurate, backlogged, and generally not useful. Lessons learned from the failure of TIE LINE include the following: (1) the region should not have insisted on funding a project in which the DHR did not indicate an interest; (2) a time of flux and reorganization within DHR was not the time to initiate a narrow technical strategy such as the use of I and R data for planning purposes; (3) TIE LINE was unable to generate useful data due to problems of sample size and available information that could be collected over the telephone; and (4) the staff hired to pursue the TIE LINE initiative lacked the necessary technical and political skills to carry out the project effectively. See also related documents, SHR-0002401 — SHR-0002403; SHR-0002405 — SHR-0002421.

317. *Case Study of the Human Service Technology Transfer Project. Louisville/Jefferson County Human Services Coordination Alliance.*
Martin J. Blank and David Lollis.
Rj Associates, Inc., Arlington, Va.
1977, 56p Executive Summary available from PROJECT SHARE.
SHR-0002405 Available from NTIS, PC $5.25/MF $3.00

The Human Services Coordination Alliance (HSCA) was the only grantee in the partnership projects evaluation sample to engage in a structured effort to transfer human services technology. HSCA proposed to transfer to other jurisdictions the technology which it had designed and successfully implemented in Louisville/Jefferson County (Kentucky). The history of the HSCA project is presented. Over a 3-year period the project was intended to: (1) document its experience by developing a series of manuals describing the basic components of the HSCA model information, screening, and referral (ISR) system; (2) disseminate the transfer documents to selected persons via a series of seminars; and (3) provide onsite technical assistance to those jurisdictions endeavoring to follow through with implementation of the HSCA model. During the first year of the partnership grant, HSCA completed transfer documents on the following: community readiness, developing and maintaining an agency resource file, developing and using tools for service selection, ISR feedback system, client evaluation of referrals, network building, training, monitoring, a HSCA Reference Book, and utilizing ISR information. The introduction to the volume on community readiness reflects the philosophy of HSCA and is reproduced in detail. HSCA developed an extensive procedure for selecting jurisdictions to participate in the seminars, and issues explored in defining readiness criteria are shown. Titles, agencies, and location of the 12 participants selected from a total of 19 applicants show that four States and eight local areas are represented. Examples of the nature of the data provided by HSCA for general purpose government are described. Recommendations state that it is important that readiness for system transfer be initiated at the local sites and that evaluations of the impact of efforts to transfer technology take place over extended periods of time. See also related documents, SHR-0002401 — SHR-0002404; SHR-0002406 — SHR-0002421.

318. *Case Study of the Iowa Partnership Project.*
Ben Zimmerman.
Rj Associates, Inc., Arlington, Va.
1977, 41p Executive Summary available from PROJECT SHARE.
SHR-0002406 Available from NTIS, PC $4.50/MF $3.00

The Iowa partnership project proposed a 3-year research and demonstration project to increase and enhance its human resource planning, management, and service delivery systems. The goals of the project were: (1) to promote the equitable distribution of funds to clearly defined target groups; (2) to integrate the various planning elements of the existing agencies into a comprehensive general purpose planning capacity; (3) to provide the State level portion of a three-level research effort for State, substate regional, and city/county; and (4) to improve elected official capabilities through management and service delivery system changes. The Iowa governmental system is largely in the hands of commissions and boards. The human resources area has 12 commissions. Only six agencies have developed plans for carrying out their legislative functions. The State Office for Planning and Programming (SOPP), the partnership grantee, has little support from the legislature. The Iowa partnership project failed to resolve the problems it encountered; an initial problem concerned staffing and another problem involved the relationship between SOPP and the State human services agencies who felt threatened. It was noted that the project may have had an adverse impact on interagency and management initiatives within the State, and the project was not funded for a third year. Apparently, line agencies tend to resist the intervention of planning departments in the planning of human services. See also related documents, SHR-0002401 — SHR-0002405; SHR-0002407 — SHR-0002421.

319. *Case Study of the Kansas City Partnership Project.*
Meg Armstrong and Martin J. Blank.
Rj Associates, Inc., Arlington, Va.
1977, 36p Executive Summary available from PROJECT SHARE.
SHR-0002407 Available from NTIS, PC $4.50/MF $3.00

The Kansas City, Kansas, partnership project was a short-term effort that sought to improve the data base by which the city commission could make resource allocation decisions and increase the role of the city planning department in human services activities in the city-county area. Close collaboration existed between the partnership project and the community development (CD) program, but the effectiveness of the CD program at the neighborhood level often brought the planning department into conflict with other city administrators. The project sought to provide information systems and data processing analysis services in response to agency-defined information needs. It was hoped that a common human services information systems approach would be developed and that two existing information systems—client tracking and cost accounting—would be made available. However, problems arose during implementation because of the difficulty involved in persuading the developing projects to consider standardized client and applicant recordkeeping procedures. There was minimal interest expressed by agencies in a community-wide system, maximum concern about confidentiality, and no interest expressed by city or county chief officials (CO's) who could have put pressure on the agencies. Even though the project was halted, some results were achieved: one of the agencies installed a computer cost accounting system, and five agencies were interested in using computer formats to handle client data. Preliminary indication was that CO's were beginning to use neighborhoods as tools for proposing decisions in Federal programs. Discussions are included of project history and development and lessons to be noted from the perspectives of project staff and evaluators. See also related documents, SHR-0002401 — SHR-0002406; SHR-0002408 — SHR-0002421.

320. *Case Study of the Maryland Partnership Project.*
Martin J. Blank.
Rj Associates, Inc., Arlington, Va.
1977, 66p Executive Summary available from PROJECT SHARE.

320.

SHR-0002408 Available from NTIS, PC $5.25/MF $3.00

The Maryland partnership project operated in the Department of State Planning for a 3-year period beginning in 1974 and was engaged in the following activities: (1) the development of a series of research products in comprehensive human services planning; (2) the development of a cooperative planning process; and (3) the provision of staff assistance to line agencies for human services planning activities. During the ensuing years the design changed in response to the project's further analysis of the environment and specific events. Staff composition and implementation of the project are discussed. The specific work of the project was divided into three categories: interagency coordination activities aided by a task force, planning and technical assistance, and analyses of needs and conditions. The project developed the following series of research and analytical products: the present status and future directions of the human services planning and coordination project; a working paper on social service delivery in Maryland; an executive planning process guidance manual; a report on deinstitutionalization, problems and opportunities; a report on social indicators; an inventory of State-administered human service programs; organizational approaches to serve the needs of special target groups; reports on the purchase of care in Maryland, transportation for the disadvantaged, and a handbook for local human services planning; coordination mechanisms in human services planning and delivery; and education-to-work linkages. Project results as interpreted by the Maryland human services planning and coordination project are included in the appendix under the following headings: coordination, planning and technical assistance, analysis of needs and conditions, and general comments. The constitutional powers of the Governor and his control of the budget in Maryland are stressed. See also related documents, SHR-0002401 — SHR-0002407; SHR-0002409 — SHR-0002421.

321. *Case Study of the Mercer County Services Integration Project.*
Ben Zimmerman.
Rj Associates, Inc., Arlington, Va.
1977, 50p Executive Summary available from PROJECT SHARE.
SHR-0002409 Available from NTIS, PC $4.50/MF $3.00

The Mercer County (New Jersey) project was directed toward eliminating duplication, fragmentation, and lack of coordination among the more than 500 agencies in the county, and emphasized the need for county government to take leadership in the human services area. The specific objectives of the Mercer project were: (1) to establish a countywide information and referral service; (2) to develop a countywide integrated service delivery system; and (3) to increase the capacity of Mercer County government officials to administer human services programs. The project was funded over a 3-year period and did not complete its agenda. A model for an information and referral system was developed, but it is not clear who will be responsible for the system or how it will be funded. The project did not develop an integrated social services plan, although it did design a planning system to be independent of, but include, the private sector in the human services arena. Changes in county government affected the project; capacity building and services integration were not the same, and it was noted that capacity building, in the political sense, had to precede services integration in the technical sense. The Greater Mercer Comprehensive Planning Council recognized that counties were to play a larger role in the human services system and that the relationships, roles, and responsibilities between the public and private sectors had to undergo profound changes. By recognizing this need, the council was able to assume a leadership role in developing processes to deal with this situation. Sophisticated political skills were required to move the project forward, such as developing appropriate alliances, developing credibility, and a sense of appropriate timing. Personal interviews and citations are included. See also related documents, SHR-0002401 – SHR-0002408; SHR-0002410 – SHR-0002421.

322. *Case Study of the Missouri Office of Administration Partnership Project.*
Martin J. Blank.
Rj Associates, Inc., Arlington, Va.
1977, 38p Executive Summary available from PROJECT SHARE.
SHR-0002410 Available from NTIS, PC $4.50/MF $3.00

The Missouri partnership in development project was originally funded by an office having no prior involvement in human services planning and then shifted into the Office of Administration (OA) as part of an omnibus State reorganization which combined planning, personnel, and budget functions into the OA and created an umbrella Department of Social Services (DSS). At the State level the project focused on building the human services planning capacity in the OA. The project director, the one staff person at the State level funded by partnership, worked closely with the Governor's Human Resources Council and the Coordinating Committee on the Handicapped, although neither body was a functional forum for human services policy development. The project also funded two substate grantees to conduct needs assessment and resource inventories. The DSS was displeased when OA received the DHEW partnership grant, since the DSS viewed itself as the lead DHEW agency in the State. The director of OA decided not to apply for the third year of funding, and DSS quickly applied for the first year funding under the partnership program. In assessing the Missouri partnership project, it is emphasized that this was a small effort seeking to impact two major new agencies in State government at a time when these agencies were going through their initial organizational period. It was found that project staff viewed DHEW as asking States to overcome problems which DHEW was not able to deal with itself at the regional level. See also related documents, SHR-0002401 – SHR-0002409; SHR-0002411 – SHR-0002421.

323. *Case Study of the Partnership Project. Clark County, Washington.*
James King and Steven A. Waldhorn.
Rj Associates, Inc., Arlington, Va.
1977, 43p Executive Summary available from PROJECT SHARE.
SHR-0002411 Available from NTIS, PC $4.50/MF $3.00

The Clark County (Washington) partnership project sought to integrate county human resource planning, research evaluation, and administration through the creation of a new county human resources department. The former human resource planning agency was the Health and Welfare Planning Council (HWPC) of Clark County, a nonprofit agency; however, conflict developed between the county commissioners and HWPC concerning the issues of accountability and responsibility for policymaking. The HWPC was helpful during implementation of a new county human resources department (HRD), and the changeover was completed as expected. The goals of the project included designing improved approaches to information and referral, case management, planning, and coordination. Unfortunately, the role of HWPC as a planning agency in the future may be diminished. The project developed several measurement tools that have potential for transfer to projects in other areas: (1) the questionnaire used to develop the baseline data and to measure improvement in the system; (2) a uniform contract to speed the negotiation process for third party contractors; (3) a set of performance standards for developmental disabilities services and each service area within the system to measure the quality of client service; and (4) a client tracking system developed by the community corrections program. Factors leading to success in the creation of HRD were the recognition of the need for a reassessment of traditional human services planning and management roles and the willingness to accept the changes. The leadership of the project director of HRD also contributed to the success of the project. Specific achievements and lessons learned are discussed. See also related documents, SHR-0002401 – SHR-0002410; SHR-0002412 – SHR-0002421.

324. *Case Study of the Partnership Project. League of California Cities.*
James King and Steven A. Waldhorn.
Rj Associates, Inc., Arlington, Va.
1977, 54p Executive Summary available from PROJECT SHARE.
SHR-0002412 Available from NTIS, PC $5.25/MF $3.00

The League of California Cities (LCC) partnership project sought to improve the capabilities of local cities to plan and implement human resource policies and programs. Under a 1972 OEO grant, the LCC action plan for the social responsibilities of cities was initiated; the plan was eventually adopted by the 415 cities in the League and served as the reference point for the HEW partnership project. A policy-analysis model for onsite technical assistance to designated cities, developed and implemented under a 1975 HUD grant, was another project in which LCC personnel were involved. The LCC partnership project achieved most of its objectives: all of the proposed products were prepared and used, technical assistance had been delivered to selected cities, and a human services training institute was permanently established as an annual activity. Implementation centered around the approach and materials used on the previous projects. The project approach basically included the following elements: (1) League staff visited sites and assessed local policy processes; (2) a profile of the locality was prepared and fed back to target sites; and (3) a capacity-building program was negotiated with the city, and training and assistance was provided. The action plan encouraged the cities to prepare and adopt a social services element to their general plan. A 1976 survey, to which 40 percent of the cities in the State responded, provided concrete evidence that cities were performing human services activities covered under the action plan. Lessons learned from the project are discussed. An appendix lists persons interviewed, and footnotes to the text are provided. See also related documents, SHR-0002401 — SHR-0002411; SHR-0002413 — SHR-0002421.

325. *Case Study of the Partnership Project. Miami Valley Region Planning Commission Project. (Dayton/Montgomery County).*
Martin J. Blank and Meg Armstrong.
Rj Associates, Inc., Arlington, Va.
1977, 49p Executive Summary available from PROJECT SHARE.
SHR-0002413 Available from NTIS, PC $4.50/MF $3.00

The Dayton area project highlights difficulties involving joint jurisdictional projects at the local level. Although official sponsorship of the project was shared by Dayton City, Montgomery County, United Way, and the Miami Valley Regional Planning Commission (MVRPC), leadership and staff support were provided by the MVRPC. All staff support from the other partners was voluntary. Major objectives were: (1) to enhance the analytical capacity of decisionmakers at city, county, and regional levels to plan and manage human services delivery; and (2) to amend the intergovernmental structure to promote more effective delivery of human services to the residents of Montgomery County. To accomplish this, the project designed a three-phased approach: (1) collect data from 18 human services agencies operating in the area, as well as the perceptions of key decisionmakers about the system; (2) analyze data; and (3) recommend alternatives for resolution of identified problems. These activities were directed by a staff of four people from the MVRPC. The specific objectives for the first year were to: (1) collect data about the human services system in the Montgomery County area; and (2) establish a task force steering committee to give guidance and reaction to project activities. Details of implementation concerning progress made and problems encountered are given. Outcomes involving the project and lessons learned are presented. Interviewees are listed. See also companion document, SHR-0001262; and related documents, SHR-0002401 — SHR-0002412; SHR-0002414 — SHR-0002421.

326. *Case Study of the Partnership Project. Santa Clara County, California.*
James A. King and Steven A. Waldhorn.
Rj Associates, Inc., Arlington, Va.
1977, 44p Executive Summary available from PROJECT SHARE.
SHR-0002414 Available from NTIS, PC $4.50/MF $3.00

The Santa Clara County (California) partnership project sought to develop better data for intergovernmental decisionmaking and to begin the process of sorting out roles and responsibilities between the various human service providers. County government is the major provider of human services in Santa Clara County, but the cities expressed a growing concern for a larger role in human services' decisionmaking. The approach chosen for the partnership project was a research strategy, but this failed to meet the needs of the cities and private providers. Dissatisfaction resulted, and implementation of the project was delayed due to management indecision. The County planning department staff was finally left in charge of the project, working with little supervision from the County Executive. The task force strategy established to carry out the initial work plan proved unworkable and was abandoned. The project began to gain direction when a project director was hired 6 months into the first year. After this slow start, the project: (1) gained tentative County Executive support; (2) made operational an advisory board of representatives from local government, human services agencies, and community groups to direct policy; and (3) produced several products. It was concluded that capacity-building projects expecting to improve human services planning and management in an intergovernmental setting should recognize the intensity of decisionmaking issues and be prepared to deal with them, even when a research strategy is pursued. HEW believed that progress was being made during the second year, and a third year project was funded in 1977. Persons interviewed are listed. See also related documents, SHR-0002401 – SHR-0002413; SHR-0002415 – SHR-0002421.

327. *Case Study of the Partnership Project State of Colorado.*
James King.
Rj Associates, Inc., Arlington, Va.
1977, 48p Executive Summary available from PROJECT SHARE.
SHR-0002415 Available from NTIS, PC $4.50/MF $3.00

The Colorado project design was directed toward correcting the problem of fragmentation of policymaking at the State executive level through provision of improved policy intelligence to the Governor. To respond to the problem of fragmentation in human services policy development, the Colorado partnership project created a new Human Services Policy Council (HSPC), chaired by the Governor and including relevant department heads. The only product intended to result from the project was the decisionmaking council and process. A number of products, such as the interdepartmental budget for elderly programs and childhood assessment and screening standards, represent important management improvements. However, these products were not viewed as ends but as specific items around which consensus on policy could be built and, therefore, were an integral part of the broader capacity-building agenda. The objectives of the Colorado project were to address the problem of fragmentation by creating a forum for discussion of major issues at the cabinet level and to formulate policy recommendations for approval by the Governor and implementation by State departments. Interviews at both the regional office of HEW and the State level indicate that the project met these objectives despite implementation problems during the first year. Some of the issues presented to the Governor by cabinet members are listed. Project results, lessons learned, and persons interviewed are noted. See also related documents, SHR-0002401 – SHR-0002414; SHR-0002416 – SHR-0002421.

328. *Case Study of the Partnership Project. State of Idaho.*
James King and Steven A. Waldhorn.
Rj Associates, Inc., Arlington, Va.

328.

1977, 54p Executive Summary available from PROJECT SHARE.
SHR-0002416 Available from NTIS, PC $5.25/MF $3.00

The Idaho partnership project identified six specific human services planning and management problems to be addressed and outlined several institutional reform objectives to be achieved through the creation of an Institute for Human Services. The project did not achieve any of its institutional reform objectives: an Institute for Human Services was not created; a uniform data system was not put into place; and the taxonomic guide to human service program eligibility requirements was abandoned. The computerized client eligibility determination process does not seem likely to succeed, even though it has the backing of key State officials. The project does not have sufficient staff to promote many of its objectives. However, even though the reform objectives were overambitious, the project's basic research in diagnosis of ills in Idaho's human service system involving foster care and child care clearly addressed human services planning and management problems and has been widely accepted. Evidence indicates that efforts were made by the State to define the objectives more reasonably after the start of the project but that these efforts were resisted by the regional office of HEW. Finally, the project did produce an important product—an exhaustive publication on foster care that is being used extensively. See also related documents, SHR-0002401 – SHR-0002415; SHR-0002417 – SHR-0002421.

329. *Case Study of the Partnership Project. State of Montana.*
James King.
Rj Associates, Inc., Arlington, Va.
1977, 51p Executive Summary available from PROJECT SHARE.
SHR-0002417 Available from NTIS, PC $5.25/MF $3.00

The Montana human services planning and research project was a demonstration effort to design and implement a human resource delivery system acceptable to consumers, administrators, and legislators through the development of alternate strategies. This broad-based research and data-gathering strategy was intended to produce: (1) a more effective utilization of existing resources; (2) a human services system more responsive to client needs; and (3) valuable products for transfer to other States. The State of Montana has a strong executive branch and a relatively weak legislative branch. The chief planner for the project was the Governor's administrative assistant. The project director had serious disagreements with the legislature and key operating departments and was fired after the first year. The Governor was not involved in the project and furnished no supervision. Another difficulty resulted from the fact that the national office (NO) of DHEW felt that the project had been funded despite a number of faults and there was no attempt to correct problems at the regional office (RO) level. Therefore, differing signals from NO and RO representatives during implementation created confusion at the State level and worked against the success of the project. Finally, NO denied Montana's application for third-year funding in spite of the fact that the project produced research data and several reports that are considered by the State to be important to their approach to increasing the effectiveness and efficiency of the human service delivery system. The unstated, but de facto objective—institutional reform—was progressing at the time of defunding. Both RO and site interviewees felt that NO staff made infrequent site visits during the project, arriving unannounced and unprepared. See also related documents, SHR-0002401 – SHR-0002416; SHR-0002418 – SHR-0002421.

330. *Case Study of the Partnership Project. State of Texas. Greater South Texas Cultural Basin Commission.*
James King.
Rj Associates, Inc., Arlington, Va.
1977, 56p Executive Summary available from PROJECT SHARE.

SHR-0002418 Available from NTIS, PC $5.25/MF $3.00

The Greater South Texas Cultural Basin (GSTCB) project, a pilot project, was initiated to focus upon the particular problems of a 40-county area in South Texas, primarily through the development of a comprehensive human resource plan. A regional coordinator in each of the GSTCB's five councils of governments (COG's) was to organize a human resource committee made up of local representatives of human service providers, State agency offices, elected officials, and the rural poor. Each committee was to plan, coordinate, and service human service programs in that region. A staff person within the GSTCB Commission would act as coordinator and establish linkages with State planning activities. Implementation during the first year was hindered by lack of adequate staff at the COG level, but existing capabilities for planning and managing human service needs on the part of State and local governments were assessed, and organizational arrangements were established. During the second year, a standardized format for gathering data and conducting analysis was developed, and each COG was provided with a common outline for its final product. Direct technical assistance was also provided to COG coordinators. Solutions to problems in rural areas depended upon the availability of services in nearby urban centers. Details are given concerning the design of the project and its implementation. The HEW role is discussed; site interviewing and correspondence between the GSTCB Commission executive director and the regional office indicates that a cooperative relationship was maintained with monitoring carried out by the partnership coordinator on a regular basis. Results and lessons drawn from the experience are discussed. See also related documents, SHR-0002401 — SHR-0002417; SHR-0002419 — SHR-0002421.

331. *Case Study of the Partnership Project. Texas Municipal League.*
James King.
Rj Associates, Inc., Arlington, Va.
1977, 59p Executive Summary available from PROJECT SHARE.
SHR-0002419 Available from NTIS, PC $5.25/MF $3.00

The Texas Municipal League (TML) social services assistance project sought to inform TML-member cities regarding their potential roles in the delivery of human services through a structured program of (1) research, (2) demonstration, and (3) liaison with State agencies. The league project manager devoted most of his attention to the first two of these three elements. The Texas Municipal League is the official local government organization for the State with a membership of 770 cities. The demonstration program was designed to give cities an opportunity to work on locally defined intergovernmental problems. The demonstrations were to explore five approaches to city involvement in social services: (1) Fort Worth—coordinating the planning and management activities of several existing social services organizations, including role definition and cooperation agreements; (2) Austin—developing an overall social services policy statement and information system for elected officials; (3) Wichita Falls—developing a social services planning and coordination body and I and R function; (4) Grand Prairie—conducting a social services needs assessment; and (5) La Joya—operation of a human resources center as a mechanism for coordinating delivery of services to city recipients. The demonstrations at Austin, Fort Worth, and Grand Prairie are described. To complete the research component, a random sample format of 47 cities was chosen so that findings could be generalized to present an overall picture of the social services planning and management capacities of city officials in Texas. Comparative analysis was conducted using the criteria of city size and geographic location. City officials responded promptly, and research findings were well documented and made available for dissemination through a TML publicaton. See also related documents, SHR-0002401 — SHR-0002418; SHR-0002420; SHR-0002421.

332.

332. *Case Study of the Racine County Community Human Services Project.*
Paul Ehrhardt.
Rj Associates, Inc., Arlington, Va.
1977, 50p Executive Summary available from PROJECT SHARE.
SHR-0002420 Available from NTIS, PC $4.50/MF $3.00

The Racine County (Wisconsin) community human services project involved three stages: planning/design, installation, and implementation. Only stage one has been completed. The principal products of this phase included: a problem statement; the statement of intent to integrate 16 programs and/or agencies; and a 4-volume report. The goal of the overall project was to improve service effectiveness through: reorganization of existing agencies; integration of services; use of case managers; and an improved client information, referral, and followup system. As work on the project began in 1975, the steering committee of 15 members was appointed by the county chairman, and the task force of 28 residents was also established. In addition, some 700 resource persons were kept informed. The steering committee formally approved a list of State Department of Health and Social Services programs and county agencies considered likely to be integrated. Project staff began to focus on this reorganization of 16 programs under the aegis of a single county human services agency. The proposal did not meet with approval from the county supervisors, local agency directors, State agency service staff, or State Department of Health and Social Services. The criticism was made that the reorganization, involving over 650 employees and a budget of $46 million, was too unwieldy. The Racine pilot project staff, in view of this criticism, scaled back their proposal to a five agency reorganization. See also related documents, SHR-0002401 — SHR-0002419; SHR-0002421.

333. *Case Study of the Wisconsin Community Human Services Board Project.*
Martin J. Blank, Paul Ehrhardt and Ben Zimmerman.
Rj Associates, Inc., Arlington, Va.
1977, 46p Executive Summary available from PROJECT SHARE.
SHR-0002421 Available from NTIS, PC $4.50/MF $3.00

The Wisconsin project consisted of State level initiatives, funded in part with partnership grants, that were linked to a set of three pilot local projects funded by the State. The study consists of three parts: descriptions and analyses of the State level project and two of the pilots, Racine and Milwaukee. In 1973 the Governor, in a move to strengthen his executive leadership, directed the Department of Health and Social Services (DHSS), an umbrella agency, to review its structure to better achieve coordinated planning and management at the State level. In its study, DHSS recommended the sponsoring of four pilot community human services delivery systems at the county level. The project prepared a concept paper suggesting a conceptual model for the design of the pilot community human service center program as authorized by the legislature. This document was sent to county officials, provider agency directors and staff, and service recipients. The communities began to show opposition to the pilot concept, and two principal reasons were given: (1) the Human Services Center ideal appeared to undermine the structure and power of counties and existing agencies; and (2) the localities did not trust DHSS' motivations or intentions and believed that DHSS really was seeking a greater direct control role. Finally, contract agreements were made with Racine and Milwaukee. The piloting process was seen to be a long one requiring commitment to long-range change strategies. Actually, the term 'piloting' is somewhat of a misnomer, because changes made in the county by piloting procedures will by necessity become permanent. Racine County included a 'sunset' clause in its ordinance, but it will be impossible to revert completely to preordinance arrangements. See also related documents, SHR-0002401 — SHR-0002420.

334. *Change Agent.*
Lee Grossman.
1974, 168p
SHR-0002693 Available from Masterco Press, P.O. Box 7382, Ann Arbor, MI 48107.

This book, designed for use by management personnel at all levels, describes ways in which meaningful changes can be made within organizations. The need for change agents is evaluated in relation to individuals and organizations. It is pointed out that anyone can be a change agent. The key to productivity in change is learning to think like a change agent. Organizational aspects of change are examined, including outside forces for change, internal struggles, specialization and conflict, the change quotient, organizational senility and decay, and the organization and human needs. Emphasis is placed on how to be a change agent. Change is viewed as a matter of survival that involves distinguishing problems from symptoms, changing the right things, and managing innovation. Practicing the art of change is discussed. Organizational change is considered in relation to four broad topics: facts of business life that pertain to functional polarization, the drive for power, and competition; stimulating an organization to achieve excellence; whether an organization is making enough changes; and building a climate for change. Working with people is identified as a crucial element in change, as well as strategies for selling change.

335. *Child Abuse and Neglect Resources Demonstration (CANRED) Project. Procedural Guide for Needs and Resources Assessment.*
Texas State Dept. of Public Welfare, Austin. Special Projects Bureau.
30 Jun 77, 86p
SHR-0002685 Available from NTIS, PC $6.00/MF $3.00

This procedural guide was developed for the child abuse and neglect resources demonstration project administered by the Special Projects Bureau of the Texas Department of Public Welfare. The project goal is to enhance State and regional efforts to identify, investigate, treat, and prevent child abuse and neglect. The project objective has been to design and apply a methodology for conducting assessments of protective services needs and resources. The purpose of the assessment is specifically to identify and assess: the service needs of abused and neglected children and their families in a given county; the available and potential resources to meet those needs; barriers to the utilization of available resources; and gaps in service. Before beginning a needs and resources assessment, funding, time, available personnel, public relations, and cooperation among agencies and individuals are all factors to be considered. The following steps are to be completed during the conduct of a needs and resources assessment: (1) determine what information is to be obtained; (2) operationally define the key data elements; (3) select the appropriate data sources; (4) select the appropriate sampling procedure; (5) select the appropriate data collection technique, design instruments, and data collection procedures; and (6) prepare coding, tabulation, analysis, and report format for each data source. Documentation of the assessment is a critical component of the process, and dissemination of findings will increase utilization. Appendices contain operational definitions, a sample list of service categories, various forms and instruments, and coding procedures for barriers. Portions of this document are not fully legible.

336. *Child Abuse and Neglect Resources Demonstration (CANRED) Project. Procedural Guide for Resource Development and Coordination.*
Texas State Dept. of Public Welfare, Austin. Special Projects Bureau.
30 Jun 77, 47p
SHR-0002684 Available from NTIS, PC $4.50/MF $3.00

336.

This procedural guide is the second of two companion guides developed for the child abuse and neglect resources demonstration project administered by the Special Projects Bureau of the Texas State Department of Public Welfare. This guide contains specific procedures and materials for the development and coordination of resources to identify, investigate, treat, and prevent child abuse and neglect. The guide specifically concentrates on procedures for developing and mobilizing community resources to bridge identifiable service gaps and reduce barriers to service. Local considerations to be taken into account before conducting a resource development and coordination effort include available personnel, funding, the sociopolitical environment, and legislative and administrative regulations. A systematic approach to resource development and coordination involves a plan to provide structure for decisionmaking concerning the allocation of staff, time, resources, and money. The major components of resource development and coordination are information sharing, establishing support, implementation, and evaluation. The most important method to achieve resource development and coordination goals is the employment of a decisionmaking process involving all program areas and levels of staff with various segments of the community. Procedures should be pilot tested, refined, and modified to aid staff in bridging service gaps and reducing service barriers. Appendices contain operational definitions and samples of management tools. A bibliography is included. Portions of this document are not fully legible.

337. *Citizen Advocacy for the Handicapped, Impaired, and Disadvantaged: An Overview.*
Wolf Wolfensberger.
National Inst. on Mental Retardation, Toronto (Ontario).
1970, 63p
SHR-0002523 Available from NTIS, PC $5.25/MF $3.00

The role of citizen advocacy in protective services for children is examined. In their relationship with each other or with their children, spouses can exercise both instrumental and expressive functions. Instrumental functions such as earning a living or bathing the child solve the problems of daily life, while expressive functions involve the exchange of affection to meet deep-seated needs and give meaning to the instrumental functions. When a child who does not have a living or functioning parent also happens to be handicapped or impaired, his or her situation and needs are generally the same as those of nonhandicapped children in comparable circumstances. The needs of handicapped and nonhandicapped children, however, often become less comparable as handicapped persons approach adulthood. Major types of prevailing protective services are described, including guardianship, adoptive parenthood, conservatorship, and trusts. A critique of protective services and related laws and practices is presented that encompasses the impersonality of services to impaired persons, uninspired and uninspiring administration, conflicts of interest or loyalty, scarcity of options, scarcity of services, and impracticality of arrangements. Citizen advocacy is proposed as an alternative means of fulfilling the instrumental and expressive needs of impaired persons, using culturally appropriate means consistent with cultural norms and the individual's impairments and potentials. Advocacy roles and functions for children and adults are detailed. Special types of advocacy are noted as generic, collective or corporate, group, multiple, dispersed, crisis, and youth advocacy. An implementive mechanism for citizen advocacy is outlined, the staffing of an advocacy office is discussed, and some working models of the citizen advocacy concept are cited. A list of references is provided.

338. *Citizen Evaluation of Mental Health Services: A Guide for Accountability.*
Val MacMurray, Perry H. Cunningham, Phyllis B. Cater, Norma Swenson and Seymour S. Bellin.
Calgary Univ., (Alberta).
1976, 124p

SHR-0002680 Available from Human Sciences Press, 72 Fifth Ave., New York, NY 10011.

Citizen participation in the evaluation of the mental health system is discussed in this guidebook designed to help community members assess how well community mental health resources meet community needs so that they may develop new ways of attacking human problems. Roles which citizens can take in evaluating mental health services are many. They include voting for representatives who advocate effective service support programs, serving on policy and advisory boards of service facilities, and volunteering to perform service functions in mental health facilities. Effective citizen participation requires an understanding of the nature of mental health problems and the various types of services needed and available. A citizen role in the evaluation of public service programs can both educate citizens and be a source of helpful information to guide providers of care in improving their services. This guidebook, developed to assist citizen groups in performing program evaluation, encompasses both technical research aspects of evaluation and practical and political factors in encouraging the use of evaluation results. Underlying assumptions and basic perceptions of mental health programs in the community are examined. The accountability process described in the guidebook consists of four sequential steps: (1) organize a citizen accountability team; (2) assess community mental health problems and resources; (3) evaluate specific mental health programs and services; and (4) utilize the results of assessment and evaluation. Procedures to follow in organizing a citizen accountability team are detailed, and ways of assessing community mental health problems from the citizen's point of view are described. Guidelines on how to determine the scope and objectives of an evaluation are presented. Consideration is given to how citizens can use their knowledge to influence decisions affecting mental health policies and programs and to promote change. Possible directions for a citizen accountability team are explored. A list of recommended readings and an index are included.

339. *Client Services Coordination: Training and Retraining for Social Workers in Rural Areas.*
Charles R. Horejsi.
Montana Univ., Missoula. Dept. of Social Work.
1977, 14p
SHR-0002633 Pub. in Human Services in the Rural Environment v3 n3 p6-19 Mar 78.

This paper presents an overview of goal planning and client service coordination in rural areas and discusses some of the reasons why social workers have been slow in adopting new approaches. Particular attention is given to training and retraining for social workers. Case coordination, according to the Joint Commission on Accreditation of Hospitals, is the process by which responsibility for implementing a client's individual program plan is established. A client and/or family should participate in the selection of a case coordinator who attends to the total spectrum of client needs including housing, family relationships, social activities, education, finances, employment, health, recreation, and records. Other tasks of the case coordinator are discussed. Personal and behavioral traits usually possessed by the successful case coordinator are assertiveness, high level interpersonal communication, ability to maintain personal and professional autonomy within an organizational context, ability to transmit information clearly and accurately, ability to identify and use reinforcers as a means of enhancing interprofessional and interagency cooperation, and ability to maintain a client-centered focus in the face of professional and agency power struggles. The following elements of effective case coordination and client service planning are outlined: goals, objectives, strategies, evaluation, and conclusions from client and staff interviews. The application of goal planning and client service coordination to rural areas is discussed. A list of references is provided. Presented at the Second National Institute on Social Work in Rural Areas in Madison, Wis., July 18-21, 1977.

340. *Community Development Assistance for Tennessee Cities. Volume 1: Final Report and Appendices A-E.*
Tennessee Municipal League, Nashville.
Jun 76, 119p Executive Summary available from PROJECT SHARE.
PB-264 858 Available from NTIS, PC $6.50/MF $3.00

The Department of Housing and Urban Development's capacity building project in Tennessee is described. Four primary goals of the Tennessee project were to: (1) increase the capacity of municipalities in dealing effectively with their community development program responsibilities; (2) facilitate capacity building by intensified and coordinated technical assistance delivery; (3) bring municipal officials to the point of viewing community development as a single and continuing process with many interrelated aspects; and (4) establish a useful technical information exchange mechanism for the four largest cities in the State (Memphis, Chattanooga, Knoxville, and Nashville). To achieve these objectives, both a systems approach and a communications approach were adopted. Needs and resources are assessed, and the design of the capacity building assistance delivery system in the four large cities and in 38 smaller cities is detailed. Major project tasks are identified as the creation and installation of a community development process, training, the establishment and management of a metropolitan city information and technical exchange mechanism, the provision of publications and materials to cities, monitoring, and evaluation. The capacity building assistance delivery approach, the establishment of the capacity building assistance system, and the execution of capacity building assistance at the local level are discussed. The effectiveness of the project is evaluated. Appendices include community development case studies in the cities of Portland and Maryville, the table of contents of the Tennessee Community Development Library, a listing of training activities, and the initial situation statement of the community development project. Part of a series on HUD Capacity-Building Demonstration Project. See also Volume 2, PB-264 859; Volume 3, PB-264 860 of Tennessee Project.

341. *Community Development Assistance for Tennessee Cities. Volume 3: Appendix I, Information Exchange Reports.*
Tennessee Municipal League, Nashville.
Jun 76, 132p Executive Summary available from PROJECT SHARE.
PB-264 860 Available from NTIS, PC $7.25/MF $3.00

Information exchange reports constitute this third volume of a three-volume report on community development assistance for Tennessee cities. The report was produced as part of the Department of Housing and Urban Development's capacity building demonstration program. A series of reports resulting from the Metro Information Exchange is presented. The Metro Information Exchange is where representatives from Tennessee's largest cities meet to discuss common problems and different approaches to problem resolution. Advantages and problems related to the use of community development procedures or systems in selected cities are explored. The information exchange reports are concerned with the Chattanooga human services delivery system, the Memphis Policy Planning and Analysis Bureau, the Nashville environmental planning and management project, the Knoxville municipal administrative control system, the Memphis approach to the rehabilitation and conservation of housing, the fire apparatus status and tactical emergency response capabilities in Memphis, intermediate size patrol vehicles in Chattanooga, and downtown redevelopment strategies. Part of a series on HUD Capacity-Building Demonstration Project. See also Volume 1, PB-264 858; Volume 2, PB-264 859 of Tennessee Project.

342. *Community Development for Tennessee Cities. Volume 2: Appendices F-H, Community Development Guides.*
Tennessee Municipal League, Nashville.
Jun 76, 109p Executive Summary available from PROJECT SHARE.
PB-264 859 Available from NTIS, PC $6.50/MF $3.00

Community development guidelines are presented in this second volume of a three-volume report on community development assistance for Tennessee cities. The report was produced as part of the Department of Housing and Urban Development's capacity building demonstration program. Three guides were prepared by the Tennessee Municipal League to help cities improve their ability to plan and manage community development programs. In the Tennessee Community Development Guide, organizational implications and the planning and management process of the community development block grant program are discussed. The meaning of citizen participation, requirements for community development programs, and a sample resolution and plan for citizen involvement are examined in A Guide to Citizen Participation in Community Development. The Capacity Building Guide is intended to be a tool for diagnosing potential weaknesses in central management functions and in areas related to community development programming. It is also designed to assist municipal officials in ranking assistance needs. Part of a series on HUD Capacity-Building Demonstration Project. See also Volume 1, PB-264 858; Volume 3, PB-264 860 of Tennessee Project.

343. *Community Organizing.*
George Brager and Harry Specht.
Columbia Univ., New York. School of Social Work.
1973, 363p
SHR-0002715 Available from Columbia University Press, 136 S. Broadway, Irvington, NY 10533.

This book discusses how individuals, groups, and organizations develop the means to deal with problems in their interaction with institutions. The purpose is to explore methods of practice and not to explicate specific problems and solutions. Community organizing is viewed as an activity in which participants attempt to accomplish a substantive objective through the development of a particular policy or program. Practice and method are viewed as mechanisms for ordering the elements to be considered when practicing community work. Developing affective relations and organization building begins with the interactional tasks of the worker, rather than the technical tasks since the emphasis is on 'people work.' Affective relationships help establish an identification with the emerging group and a commitment to its purposes. Organization is a mechanism for achieving economy of energy in community action, creating solidarity among people, coordinating complex tasks, and focusing numerical strength. Institutional relations organizations are formal organizations whose function is to mediate the relations between institutions and individuals. The achievement of organizational purposes depends on two somewhat contradictory characteristics—the need to exercise control over members and the need to encourage creativity. Community workers exert influence by creating policy in day to day activity and by circumventing existing policy. Tactical choices for community action range from collaboration to disruption. The book explores how the perceptions of actors, their resources, and their relationships to each other are associated with particular types of tactics and discusses the practical principles that the creative tactician must consider. One of a series on Social Work and Social Issues' published by Columbia U. School of Social Work.

344. *Community Planning for Human Services.*
Lenore Howe and John Gundersdorf.
New England Municipal Center, Durham, N.H.
Apr 77, 42p

344.

SHR-0002137 Available from New England Municipal Center, Pettee Brook Offices, Durham, NH 03824.

Human service planning at the community level is the subject of this manual prepared under a DHEW grant by the New England Municipal Center in Durham, N.H. An elementary process for local government and citizens to follow in assessing their needs, classifying and appraising resources, measuring community attitudes, and developing a statement of community direction is described. Included are charts, checklists, worksheets, and forms that can be used by local officials to guide them through the process. Planning is defined as gathering specific data about a situation and making some generalizations about ways to improve that situation. A good planning process will follow certain steps: data gathering (needs assessment), priority setting, goals or policy development, defining objectives, choosing and performing appropriate actions, and evaluation and modification. It is pointed out that comprehensive planning is mandated for many Federal grant programs, including Title XX, the Comprehensive Employment and Training Act, Title I of the Housing and Community Development Act, and the National Health Planning and Resources Development Act. Regardless of the eventual use of data, it is felt that information about citizens and available human services is essentially constant and applicable across the range of Federal, local, comprehensive, or categorical programs. Particular attention is given to who should plan, needs assessment (demographic data, resource assessment, and community attitudes), the display of data, priority setting, implementation, and the development of a planner's annual work plan. One of New England Municipal Center human service series.

345. *Community Resource Survey: Project HEAVY.*
Los Angeles Regional Criminal Justice Planning Board, Calif.
Apr 75, 241p Executive Summary available from PROJECT SHARE.

SHR-0002596 Available from NTIS, PC $9.50/MF $3.00

The community resource survey findings and recommendations provide an assessment of the service delivery capabilities of the Project HEAVY (Human Efforts Aimed at Vitalizing Youth) Central City (Los Angeles, Calif.) area. The purposes of the survey were: (1) to review the existing network of community and youth service resources in terms of service capabilities and to record that data for future analysis; (2) to determine the service community's understanding of and expectations for the project; (3) to identify the population currently being served by these agencies and within the juvenile justice system; and (4) to identify the adequacy and suitability of agency current funding support. Three statistical areas considered in the target area are: the Central City profile, the Central City Justice System profile, and other Central City statistics. This report also contains the following: the project team's findings and their impact on Project HEAVY activities; discussions of issues resulting from these findings; and staff recommendations for resolving these issues. Detailed information on 68 service resource agencies surveyed is presented. These resources are listed alphabetically, with an individual information sheet provided for each agency surveyed. Each agency's services are listed according to 11 service categories: educational, medical and health, financial, information and referral, legal, mental health, recreational, residential treatment care, social adjustment counseling, substance abuse treatment, and vocational guidance. Short explanations to depict the range of services covered in each of these larger service areas are included. See also companion documents, SHR-0002591 — SHR-0002595; SHR-0002597 — SHR-0002600.

346. *Comprehensive Plan for Delivery of Services to the Elderly.*
Lane Council of Governments, Eugene, Oreg. Area Agency on Aging.
1975, 204p Executive Summary available from PROJECT SHARE.

SHR-0002135 Available from SHARE, PC $9.25

This comprehensive plan represents an attempt to provide information about the elderly in Lane County, Oregon, to identify needs and service gaps, to analyze community resources, and to make recommendations that will result in more efficiently meeting the needs of elderly persons in the county. The goal of the plan is to encourage a coordinated approach to service delivery and help policymakers make decisions which take the needs of the elderly into consideration. The plan was prepared by the Lane Council of Governments Area Agency on Aging. Demographic characteristics of the elderly population in the county are described. Specific components of the plan focus on manpower, health and nutrition, alternatives to institutionalization, transportation, and supportive services. Particular attention is paid to the following service-related areas as they affect the elderly: income levels and employment; housing; the utilization of health facilities and services; mental illness and its relationship to the aging process; basic and auxiliary services associated with alternatives to institutionalization, and supportive services including outreach, human resource centers, informational services, legal services, and life enrichment services. Recommendations to improve and coordinate services for the elderly are provided with each component section of the plan. Numerous maps and tables are distributed throughout the report and additional data on Lane County's elderly population are tabulated in appendices.

347. *Comprehensive Plan for Programs for the Aging in Rock Island County.*
Bi - State Metropolitan Planning Commission, Rock Island, Ill.
Apr 77, 311p Executive Summary available from PROJECT SHARE.
SHR-0001972 Available from NTIS, PC $11.75/MF $3.00

A service delivery system model to be implemented in Rock Island County, Illinois, for the elderly is described. Analyses contained in the report consist of an elderly needs analysis, a program analysis, a census data analysis, and a monetary resources analysis. The comprehensive plan for aging programs in the county is the result of an 18-month effort by the Rock Island County Task Force on Aging and the Rock Island Technical Advisory Council on Aging. The planning study concentrates on the central agency model which designates one agency within the county to be the focus of services to the elderly and provide a vehicle through which implementation can potentially be achieved. Areas of increasing need in the county fall into the general categories of health, the environment, and economics. The findings of a program resource inventory in the county are detailed. Specific program areas involve recreation, education, income assistance, emergency assistance, tax relief, friendly visiting, skilled nursing care in the home, health counseling, mental health care, housing, transportation, health and nutrition, and referral and outreach. Statistics obtained in the course of the census data analysis and the monetary resources analysis are provided. Appendices contain data from the 1970 Census, data on the elderly population in the county by census tract, and a discussion of two alternative service delivery systems (lead agency model and umbrella agency model). Portions of this document are not fully legible.

348. *Coordination in Human Services.*
Ruthe Epstein and Judith Sachwald.
Maryland Dept. of State Planning, Baltimore.
Feb 78, 69p Executive Summary available from PROJECT SHARE.
SHR-0002639 Available from NTIS, PC $5.25/MF $3.00

This report is one in a series on coordination in human services prepared by the Maryland Department of State Planning. Coordination is viewed as critical in the actual performance and

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efficacy with which public services are delivered. Two objectives of coordination are the establishment of a system which provides full benefits to clients and economy in the portion of the public budget that funds human service programs. Different types of coordination are examined, as well as the circumstances under which coordination may take place and some of the difficulties encountered when coordination is attempted. A review of the literature and an historical analysis of intergovernmental coordination efforts are presented. Four selected case studies of coordinative organizations in Maryland are detailed: Maryland State Planning Council on Developmental Disabilities, Special Services Information System, Maryland 4-C Committee dealing with childhood program coordination, and the Work Incentive Program. The research methodology is detailed and a tabular listing of human service coordinating organizations in Maryland is provided in two appendices to the report. A list of references and a general bibliography are provided. Portions of this document are not fully legible. One of a series on Human Services Planning and Coordination Project.'

349. *Coordination of Programs Serving Handicapped Individuals.*
National Inst. for Advanced Studies, Washington, D.C.
Apr 77, 120p Executive Summary available from PROJECT SHARE.
SHR-0002720 Available from NTIS, PC $6.50/MF $3.00

The proceedings summarized in this report are the product of a 3-day seminar sponsored by DHEW's Office for Handicapped Individuals in January 1977 to address problems in coordinating service programs for handicapped individuals. The seminar format consisted of a series of work group sessions interspersed with presentations made by knowledgeable individuals in the areas of coordination and/or programs serving handicapped individuals. Four issue areas were identified as encompassing most coordination problems: legislative concerns, Federal practices, Federal-State-local interrelationships, and public-private sector interrelationships. The objectives of each of these issue areas and related concerns are detailed. Recommendations to achieve the objectives and means of resolving coordination problems at the Federal, State, regional, and local levels are offered by government representatives, private sector organizations, and consumer group representatives. Appendices include a discussion paper on Federal coordinative strategies, individual participant comments on the seminar proceedings, the White House Conference on Handicapped Individuals agenda, and a list of seminar participants. Summary of proceedings of a seminar sponsored by the Office for Handicapped Individuals and White House Conference on Handicapped Individuals in Reston, Va., Jan., 1977.

350. *Counsel for the Poor. Criminal Defense in Urban America.*
Robert Hermann, Eric Single and John Boston.
Puerto Rican Legal Defense and Education Fund, Inc., New York.
1977, 243p
SHR-0002647 Available from D.C. Heath and Co., 125 Spring St., Lexington, MA 02173.

Defendant views on the effectiveness of lawyers and on treatment received from lawyers are viewed as an important index of the extent to which the criminal justice process, in practice, abides by its most fundamental guarantees particularly with regard to the poor. The book summarizes the findings of a large-scale research study on criminal defense in urban America. The three basic ways in which defendants in criminal cases obtain representation are identified: (1) the private fee-for-service arrangement in which the defendant selects and pays a lawyer; (2) the assigned counsel system in which individual lawyers are appointed by the court and paid by the government to represent defendants who cannot afford to retain an attorney; and (3) the institutional defender office which is obligated on a continuing basis, either as a State agency or by contract, to defend some or all indigent defendants. The performances of criminal defense lawyers in New York City, Los Angeles, Calif., and Washington, D.C. are discussed. These three cities were chosen because they have a mixed system for providing criminal defense representation, and they use the three methods discussed in various combinations for their systems of criminal defense representation. Both lawyers and defendants were questioned. Both the frequency with which clients were convicted and the severity of sentences imposed on those convicted were examined to obtain a realistic evaluation of the relative effectiveness of different types of lawyers. Perceptions of entitlement to defense counsel and the meaning of effective assistance through counsel in the criminal justice system are addressed. Supporting data are appended. An index is included.

351. *Cultivating Client Information Systems.*
Gary E. Bowers and Margaret R. Bowers.
PROJECT SHARE (HEW), Rockville, Md.
Jun 77, 323p
SHR-0100501 Available from NTIS, PC $11.75/MF $3.00

This study was conducted to benefit communities, organizations, and other instrumentalities who are involved in the development of a human service information system. It attempts to consolidate the major findings from experiments with human service information systems. Human service programs have been expanded to assist particular target groups such as the aged, children, or minorities, and they are directed at resolving such problems as drug abuse, alcoholism, and mental retardation. A framework for viewing human service information systems is provided that describes the various functions of the service delivery process and relates these functions to information subsystems common to the various categories of information systems. Client information systems encompass the following subsystems: client identification, intake and eligibility, client tracking, purchase of services, direct delivery, service arrangements, goal setting, units of service, and resource information. Categories of client information systems are identified as social service information, information and referral, multiservice information, and target group information systems. Key points that relate to the development of any human service information system are enumerated; and lessons learned relative to the categories of client information systems pertain to system control and policy, system plans, system design, output utilization, documentation, training, confidentiality, common language, system transfer, State-administered versus county-administered systems, nonintegrated versus integrated systems, purchase of services, advisory committees, impact analysis, resource directories, public communication, age-integrated versus age-segregated systems, walk-in versus telephone access, the use of volunteers, consensus building, categorical programs, and agency information requirements. Abstracts of client information system documents are included. Number 5 in Project SHARE's Human Services Monograph Series.

352. *CWIS, Inc. Procedures Manual.*
Child Welfare Information Services, Inc., New York.
1977, 278p
SHR-0001985 Available from Child Welfare Information Services, 200 Madison Ave., New York, NY 10016.

This procedures manual is designed for employment by users of the Child Welfare Information Service (CWIS) system. Five basic forms are used to collect and enter information into the system. Form F documents the names and addresses of all family members and/or the head of the household. Form A collects demographic

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information for each child in care. Information pertaining to goals, adoption, and service needs for each child is contained on Form B. For short term and temporary cases, Form S is used to collect demographic information about the family and the transfer and discharge of the child. Changes in the placement status of the child are reported on Form D. The entry of identifier information such as case number, sibling number, identification names, district codes, and worker codes is detailed. The treatment of action codes, graphics, and transactions, as well as the preparation of the accepted, partial, and rejected (APR) report are reviewed. The bulk of the information in the manual provides specific instructions for completing each input form. Examples are given to facilitate the user's understanding of the discussion. The appendix includes listings of the following: CWIS agency codes, CWIS contact persons, State codes, family court codes, facility/program definitions, general definitions, and acronyms.

353. *Design for Social Work Practice.*
Felice Davidson Perlmutter.
Temple Univ., Philadelphia, Pa. School of Social Administration.
1974, 265p
SHR-0002712 Available from Columbia University Press, 136 S. Broadway, Irvington, NY 10533.

This anthology represents an attempt to achieve a redefinition of social work practice through the integration of cause and function. Social work practice is considered in its institutional context, and this approach requires new thinking about cooperation and integration with institutions, across disciplines, and across professions. The book is arranged according to issues within selected, relevant fields, and the contributing authors have been chosen on the basis of their expertise in their respective fields. In part I, various functional fields are presented as they relate to social work practice. Areas discussed include child welfare services, public legal problems, health care, community mental health centers, vocational rehabilitation, and public housing. This focus on functional fields has a total systems approach which includes advocacy, policymaking, and service delivery. In part II, the implications of this new approach for social work practice is discussed; specifically, the dilemmas of professionalism and the areas demanding different expertise. Part II also presents an educational model which aims to prepare social workers for their various functions and roles. The book offers diverse points of view of the assumption that this method represents the best means of representing arguments. The profession of social work is in a period of self-examination and change, and part of the dilemma can be attributed to inadequately defined boundaries of the human service professions. The book attempts to deal with the concepts involved in the field and offers a model for change. A list of references is provided.

354. *Developing Coordinated Technical Assistance and Training Programs.*
William J. Jorns and David G. Smith.
Oakland Univ., Rochester, Mich.
1976, 9p
SHR-0002185 Pub. in Jnl. of Employment Counseling v13 n1 p39-47 Mar 76.

Planning guidelines for the delivery of Federal technical assistance and training (TAT) under the Comprehensive Employment and Training Act of 1973 (CETA) are presented. The implications of CETA for the delivery of TAT are discussed. A differentiation is made between technical assistance and training, and a model is proposed for the prescription, delivery, and coordination of TAT. Technical assistance is defined as helping the prime sponsor with a practical problem. Training is considered to be any job-related instructional program designed to improve the knowledge, skills, or attitudes of organizational members. Embodied in a systematic and effective TAT program are the following elements: structure, comprehensiveness, sequence, generality and specificity, relevance, appropriateness, organization, compatibility, cooperation, accessibility, and coordination. The model for the organization of a TAT program is based on four planning steps, including analysis, design, delivery, and evaluation. Consistent with the intergovernmental partnership required by CETA, three political levels are identified that must be considered during each planning step (regional, State, and local). Elements within a coordinated technical assistance program are described and illustrated.

355. *Developing State Automated Information Systems to Support Federal Assistance Programs: Problems and Opportunities.*
Comptroller General of the United States, Washington, D.C.
26 May 78, 71p
SHR-0002643 Available from U.S. General Accounting Office, Distribution Section, P.O. Box 1020, Washington, DC 20013.

The adequacy and timeliness of assistance provided by selected Federal agencies to States for developing automated information systems to support Federal assistance programs are evaluated in this review conducted by the General Accounting Office as of 1977. Federal assistance to State and local governments amounted to an estimated $75 billion in 1977. This assistance was provided through about 1,000 programs administered by over 50 Federal departments and agencies. The Office of Management and Budget Circular A-90 provides guidance to Federal agencies for cooperating with and assisting State and local governments in the coordinated development and operation of information systems. It is stated that the full benefits of automated information systems are not being realized and that there is a need for effective Federal agency efforts to manage system development. Recommendations to improve the effectiveness of the assistance process are made. Further information on the scope of the General Accounting Office review is contained in appendices.

356. *Diversion Evaluation Specification.*
Los Angeles Regional Criminal Justice Planning Board, Calif.
May 75, 175p Executive Summary available from PROJECT SHARE.
SHR-0002593 Available from NTIS, PC $8.00/MF $3.00

The process of program evaluation is discussed, and guidance for the evaluation of the Los Angeles Regional Criminal Justice Planning Board's (LARCJPB) diversion subsystem is provided. Evaluation procedures are important for two reasons: (1) the LARCJPB must report to the Office of Criminal Justice Planning on the effectiveness of the program and (2) effectiveness must be assessed as a means of identifying appropriate modifications to the program. To evaluate effectiveness, one must: define the problem, define outcome objectives, define data required to monitor outcomes, monitor program operations, analyze outcomes, and formulate program recommendations. An examination must be made of the project impact, project assumptions, degree of unmet need, and service gaps. An operational sequence diagram (OSD) is suggested to structure a diversion project evaluation process, and a sample OSD is presented in a diagram. The evaluation must consider the community, the set of projectwide evaluation data, and the individual countermeasures to be implemented in the project. A minimum set of data is described in appendix C. Countermeasures data possess project variability and a methodology is presented to aid each diversion project in deriving a set of countermeasures data based on local conditions. Data needed for diversion project evaluation is obtainable from existing agencies, derived collection mechanisms, and the diversion project itself. Factors affecting the assessment of data quality from a particular source are: extent of missing records; completeness of records which are available; precision of the data; postcollection accuracy; consistency of the data definitions; knowledge of the genealogy of the data; associativity of the data; timeliness of the data; and consistency of the data

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over time. Data collection problems and recommended budgets are described. Appendices include a bibliography, glossary, and recommended set of tabulations. See also companion documents, SHR-0002591; SHR-0002592; SHR-0002594 – SHR-0002600.

357. *Effects of Separation of Services and Income Maintenance on AFDC Recipients.*
Irving Piliavin and Alan E. Gross.
Wisconsin Univ. - Madison.
1977, 18p
SHR-0002638 Pub. in Social Service Review v51 n3 p389-406 Sep 77.

A field experiment is described that was conducted to examine responses of aid to families with dependent children (AFDC) recipients to separation of services from income maintenance programs. It was determined from a review of prior studies that separation involves two basic changes at the agency practitioner level. Recipients placed in the combined or integrated service condition received services and income maintenance supervision from the same agency worker. Recipients in the separated condition received services and income maintenance supervision from two different workers, one a service worker and the other an eligibility technician. Recipients who were brought into the experiment were served for a maximum of 1 year in accordance with specifications of the conditions in which they were placed. Data on service utilization were obtained from records kept by service workers and eligibility technicians participating in the experiment. The number of recipients served by agency workers in the course of the experiment totaled 145. An additional 151 recipients were assigned as controls. The majority of AFDC recipients were white, separated or divorced, and young. From the perspective of AFDC recipients, changes that have taken place in public welfare social service delivery under the term 'separation' had several negative consequences. Recipients tended to reduce requests for services and to perceive service workers as less helpful. Implications of the experimental findings for social policy formulation are discussed. Supporting data are provided.

358. *Effects of Welfare Reform Alternatives on the Family.*
Katharine Bradbury, John Bishop, Irwin Garfinkel, Russell Middleton and Felicity Skidmore.
Wisconsin Univ. - Madison. Inst. for Research on Poverty.
Jun 77, 85p Executive Summary available from PROJECT SHARE.
SHR-0002697 Available from NTIS, PC $6.00/MF $3.00

The effects of welfare reform on the family are of particular public policy interest because it is generally assumed that: (1) the number of female-headed families is increasing in relation to the number of families as a whole; (2) children and other members of society are better off when their parents remain married; and (3) the existing welfare system contains incentives for families to split up and for female-headed families with children to be formed. In fact, the percentage of children living with both parents has declined. For whites, this percentage has declined from 92 percent in 1960 to 87 percent in 1973; for blacks, the decline has been from 75 percent in 1960 to 52 percent in 1973. There is no conclusive evidence currently available regarding the effects of marital instability on children or on society. Several incentives exist in income maintenance programs for families to separate. Although the aid for families with dependent children program provides an alternative source of income to women with dependent children, and thus reduces the pressure for women to marry or to remain married, the program has had a relatively small effect on marital stability. Most welfare reform proposals, such as the income supplement programs, JOIN, and the three track proposal, would create incentives for family splitting. Because there are no reliable conclusions about the effects of marital stability on children or on society, it is difficult to know whether public policy should actively discourage family breakup or whether it should be neutral. In pursuit of important objectives, such as providing aid to the poor, it may be appropriate to design policies which contain, as necessary byproducts, incentives which provide opportunities for beneficiaries to split up.

359. *Elderly and Handicapped Transportation Plan.*
Merrimack Valley Planning Commission, Haverill, Mass.
1977, 134p
SHR-0002656 Available from NTIS, PC $7.25/MF $3.00

This transportation plan has been prepared to provide direction in meeting the transportation needs of the elderly and handicapped population in Massachusetts' Merrimack Valley Planning Commission (MVPC) region. The federal mandate for transportation planning and the implementation of transportation services for the elderly and handicapped is discussed. Social service transportation is analyzed for the region in terms of regularly scheduled service, volunteer service, and client-restricted service. Information on the available fixed bus route service in the region is presented. Data on the size of the region's elderly and handicapped population, based on the 1970 Census, are also presented. The demand for transportation service through the development of ridership estimates is examined. Various types of transit service and management structures that could be employed to operate a transit system for the elderly and handicapped are noted. Appropriate concepts for the MVPC region are fixed route service, demand-responsive service, and user side subsidy. Cooperation, coordination, and consolidation are viewed as significant alternatives in the operation of a transportation system for the elderly and handicapped. Recommendations for establishing a transportation system for the elderly and handicapped in the MVPC region are offered, including detailed service recommendations and costs. Consideration is given to funding, monitoring, evaluating, and marketing special transportation services. Additional information on the plan for the MVPC region is appended, as well as a social service agency questionnaire.

360. *Evaluating Community Mental Health Services. Principles and Practice.*
Isabel Davidoff, Marcia Guttentag and Joan Offutt.
National Inst. of Mental Health, Rockville, Md. Staff Coll.
1977, 455p
SHR-0002719 Available from National Institute of Mental Health, Staff College, 5600 Fishers Lane, Rockville, MD 20857.

This resource book is intended to provide a working knowledge of principles and practical aspects of community mental health center (CMHC) evaluation within the framework of requirements stipulated in 1975 CMHC legislation. Organized to reflect major methodologies essential for an integrated CMHC evaluation system, the book covers such topics as establishing an overall evaluation strategy, catchment area needs assessment, designing and using information systems in CMHC evaluation, measuring program outcomes, and cost-effectiveness. While primary emphasis is placed on evaluation processes and procedures, consideration is also given to conceptual aspects of evaluation, the impact of evaluation on administration and decisionmaking, and the range of approaches available to comply with evaluation requirements of the National Institute of Mental Health. Numerous process and outcome strategies for evaluation and cost-outcome and cost-effectiveness techniques are detailed, along with methodologies for assessing mental health needs. Draft guidelines proposed by the National Institute of Mental Health for CMHC's are appended.

361. *Evaluation of the Area Planning and Social Services Program (July, 1974-June, 1976). Volume I. Focus on Changes in Services to Older Persons: The Area Agency Role.*
Westat, Inc., Rockville, Md.
28 Feb 78, 263p Executive Summary available from PROJECT SHARE.
SHR-0002601 Available from NTIS, PC $10.75/MF $3.00

The findings of a longitudinal study conducted between July 1974 and June 1976 to evaluate the extent to which the area planning and social services program contributed to improvements in service delivery systems for the elderly are detailed in this first volume of a two-volume report. The overall goal of the program is to foster the development of more comprehensive and coordinated service delivery systems that meet the needs of the elderly. Changes that occurred during the first two years of the program's existence, particularly changes attributable to area agencies on aging, are assessed. Background information on the program and on legislation and regulations that govern it is presented. Particular emphasis is placed on legislation that led to the establishment of area agencies on aging. The methodology employed to evaluate changes in services for the elderly is detailed. These changes occurred in 39 planning and service areas and were evaluated through interviews with more than 1,800 individuals and organizations, including 1,283 service providers. The role of area agencies in helping to effect changes is examined. Types of activities performed by area agencies to assist service providers are grouped into eight categories: coordination, pooling, advocacy, provision of Title III and Title VII funds, monitoring, training and technical assistance, improvement of area agency information and referral services, and general program development. Suggestions for improving the area planning and social services program are offered, and additional information on the evaluation study procedures and results is appended. See also Volume II, SHR-0002602.

362. *Evaluation of the Area Planning and Social Services Program (July, 1974-June, 1976). Volume II. Program Description.*
Westat, Inc., Rockville, Md.
28 Feb 78, 139p Executive Summary available from PROJECT SHARE.
SHR-0002602 Available from NTIS, PC $7.25/MF $3.00

A description of the area planning and social services program is contained in this second volume of a two-volume report that evaluates the program between July 1974 and June 1976. The program was created under an amended Title III provision in 1973 and charged with bringing about positive changes for the elderly on a national scale. Enabling legislation for the program also emphasized the development of a social service system for the elderly and advocacy assistance on their behalf, to be coordinated and delivered by all public and private resources. The focus of social changes encompassed by program legislation is at the local or area level where comprehensive and coordinated service delivery systems are to be fostered by area agencies on aging. Distinguishing features of the program's local environment are examined in terms of planning and service areas. The political complexity of planning and service areas is noted, and differences in their demographic composition are explored. Characteristics of area agencies on aging are described. Features of service providers, the involvement of individuals in the community who influence organizations that deliver services for the elderly, and the composition of the aging network are discussed. See also Volume I, SHR-0002601.

363. *Experiences in Evaluating Human Services.*
PROJECT SHARE (HEW), Rockville, Md.
Nov 77, 77p
SHR-0200901 Available from NTIS, PC $6.00/MF $3.00

This bibliography and its accompanying abstracts addresses interests and priorities in the evaluation of human services. The purpose is to give an indication of the diversity which exists under the broad heading of evaluation. Representative efforts from all levels of government, differing techniques of evaluation, and dissimilar purposes of evaluation are examined. The 65 selections primarily cover the late 1960's and 1970's. The subjects covered include: cost analysis in residential group care and other facilities for children, community-oriented evaluation, modeling and evaluation of human service systems, design and evaluation of information systems, self-support social services, neighborhood health centers, social service and manpower programs, evaluation and accountability, service integration, assessment of program effectiveness, community mental health centers, evaluation to support planning and resource allocation, factor and systems analysis, needs assessment, urban management, policy analysis, service impact analysis, and decision-making strategies. An alphabetical list of authors is included. One of Project SHARE's Bibliography Series.

364. *External and Internal Roadblocks to Effective Child Advocacy.*
Justine Wise Polier.
Louise Wise Services, New York.
1977, 12p
SHR-0002708 Pub. in Child Welfare v56 n8 p497-508 Sep-Oct 77.

Child advocacy not only faces opposition from people who see it as a more costly extension of the welfare state, but also suffers the strains of conflicts and contradictions existing among child advocates about their objectives and strategies. This article examines the major obstacles to child advocacy. The United States maintains a tradition of rugged individualism which promotes the natural rights of parents to care for their children with a minimum of public intervention. Only recently has a national system of child advocacy been proposed, only to be attacked as a costly and ineffective way to remedy social problems. As business and industry play an increasing role in financing government programs, their efforts are being directed toward forcing Federal and State government to cut funds for human services. The Warren Court affirmed that Federal courts protect the rights of adults and children which are guaranteed by the U.S. Constitution. The Burger Court has, in contrast, made the Federal court less responsive to claims of adults and children which charge government and private agencies with misconduct or mistreatment. This, in turn, has made advocates of child protection more hesitant to bring such claims to court. Varying approaches to cultural and religious problems, different perceptions of what is best for children, as well as struggles for power and resources contribute to the existence of internal divisions within the ranks of child advocates. A major conflict exists between advocates committed to reduce state intervention and those who support government responsibility for ensuring the well-being of its citizens. Some of the issues which confront child advocates are custody issues and the treatment of neglected children, juvenile offenders, and juvenile delinquents.

365. *Final Report of the Human Services Planning and Coordination Project.*
Gay M. Gross, Ruthe Epstein, Mary Abrams, Calvin Blinder and Steve Girton.
Maryland Dept. of State Planning, Baltimore.
Feb 78, 192p Executive Summary available from PROJECT SHARE.
SHR-0002665 Available from NTIS, PC $9.00/MF $3.00

Major accomplishments of a human service planning and coordination project in Maryland are reported. The following topics are addressed: coordination activities, planning and technical assistance available to State agencies, planning assistance available to local and

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regional agencies, deinstitutionalization, coordination in human services, purchase of care, organizational approaches to serve the needs of special target groups, the transportation-disadvantaged, education-work linkages, analysis of needs and conditions, and management and evaluation. The human services planning and coordination project (HSPCP), an activity of the Maryland Department of State Planning, was initiated in 1974 and conducted over a 3-year period. The project report focuses on processes and techniques of HSPCP activities rather than on findings and conclusions of such activities. Outcomes and accomplishments of the HSPCP are examined in relation to the three major headings of the work program (coordination activities, planning and technical assistance, and analysis of needs and conditions). Lessons learned by the Maryland Department of State Planning as a result of the project are noted.

366. *Financing Educational Services for the Handicapped. An Analysis of Current Research and Practices.*
Charles D. Bernstein, Michael W. Kirst, William T. Hartman and Rudolph Marshall.
Management Analysis Center, Inc., Palo Alto, Calif.
1976, 68p
SHR-0002652 Available from Council for Exceptional Children, 1920 Association Dr., Reston, VA 22091.

The literature and State practices in the field of special education financing are reviewed. A framework is outlined, and decision criteria are presented that may be used as analytical tools for the evaluation of program alternatives and their funding. Financing educational services for the handicapped involves four steps: (1) explicit delineation of programming alternatives; (2) employment of methods for determining individual program costs; (3) determination of overall funding needs and proportions contributed by different levels of government; and (4) employment of procedures for distributing State funds to local districts. Important aspects to consider when reviewing financing programs for the handicapped include: whether a system allows programming to meet the unique needs of individuals in the least restrictive environment; whether funds appropriated actually follow a child for the purposes intended; and whether a system has any negative incentives (items which tend to reward poor practice). Funding formulas, cost determination, programming, funding levels, and policy considerations are examined. A list of references is provided.

367. *Fiscal Impact Handbook. Estimating Local Costs and Revenues of Land Development.*
Robert W. Burchell, David Listokin, Robert W. Lake, Franklin J. James and W. Patrick Beaton.
Rutgers - The State Univ., New Brunswick, N.J. Center for Urban Policy Research.
1978, 480p
SHR-0002678 Available from Center for Urban Policy Research, P.O. Box 38, New Brunswick, NJ 08903.

This handbook details practical methods for determining the full range of costs and revenues associated with residential and nonresidential growth. It is designed for use by planners, economists, businessmen, administrators, financial officers, assessors, community groups, private organizations, and all those interested in the fiscal consequences of growth and nongrowth. Fiscal impact methods are presented to be used regularly for projections of direct public and private costs and revenues resulting from population or employment change to the local jurisdiction in which change is taking place. Standardized calculation methods are detailed, and factors affecting the planning and legal framework and the documentation of key data input are covered. Detailed examples of six methods are given, along with suggestions on how the methods can be modified by users to meet their special requirements. Computer models of analysis are evaluated in terms of operational needs and benefits. The six methods include the per capita multiplier fiscal impact method, the case study fiscal impact method, the service standard fiscal impact method, the comparable city fiscal impact method, the proportional valuation fiscal impact method, and the employment anticipation fiscal impact method. Case law relating to cost/revenue analysis and field fiscal impact studies are summarized in appendices. A glossary, a bibliography, and an index are included.

368. *Foster Family Homes for Adults. September 1, 1968-August 31, 1971.*
Maxeen A. Roecker and Pauline W. Dillon.
Washington State Dept. of Social and Health Services, Olympia. Div. of Public Assistance.
Dec 71, 221p Executive Summary available from PROJECT SHARE.
PB-216 519 Available from NTIS, PC $9.25/MF $3.00

Washington State funded a 3 year project to demonstrate the use of foster family homes for adults needing a place to live and receive care who were not so infirm or disoriented as to require the care of a nursing home or institution. Foster homes were expected to approximate the adult's own home and provide family care, help in the daily routine of living, protection, security, and encouragement toward self-help and independence. The basic assumption involved in the proposal was that there were adults in the community possessing a variety of needs that were not being met under the existing system. The objectives were to determine: (1) the feasibility of homefinding; (2) the desirability of foster family homes for adults; (3) the feasibility of identifying individuals who need this type of service; (4) the economic feasibility and desirability; (5) desirable staffing levels, caseload and related workload sizes; and (6) desirable training methods. The project demonstrated the feasibility of a family home program for adults. Family homes can be found for adults who need personal care permitting them to remain in a home setting within the community. Family home living provided rehabilitative benefits to persons placed, and produced sizeable savings over any prior living arrangements. Appendices contain additional materials and samples of forms used to select and evaluate foster homes. A bibliography is included.

369. *From Service to Advocacy to Empowerment.*
Brian O'Connell.
Mental Health Association, Arlington, Va.
1978, 8p
SHR-0002603 Pub. in Social Casework v59 n4 p159-202 Apr 78.

Among the multiple roles held by voluntary agencies, independent advocacy in public matters is the most crucial for functioning in the arena of society's needs. Americans are now organizing to influence all aspects of the human condition, although the prevailing view claims that volunteering is declining. The traditionalist has been reluctant to admit as volunteers those people who organize and work to solve their own problems. The new direction in volunteering, however, is toward spreading more power to the people to enable them to solve their own problems. There is a strong conviction that social action to influence public policy is the primary role of voluntary agencies, yet forces are pulling them in the direction of providing services. To the extent that this function detracts from influencing public policy, it is not commendable. One solution is to require that an organization devote a specific percentage of its time to social action. A second impediment to an adequate contribution to social policy is the feeling of discomfort associated with the advocacy role. The voluntary organization should endeavor to develop the characteristics necessary for effective social action. Voluntary agencies are also being pushed to accept government funds to provide their services which results in a decrease in independence. A new category of agencies is developing which falls somewhere between governmental and independent agencies, operating on contracts and fees, using volunteers, and possessing freedom in their day-to-day activities. Although the directions and methods involved in volunteering may undergo change, the feeling of satisfaction resulting from participating in an effort that makes a difference remains constant. Presented at the biennial conference of Family Service Association of America in Toronto, Ontario, Oct. 21, 1977, under the title Voluntarism: Today and Tomorrow.'

370. *Future for Intermediate Treatment. Report of the Intermediate Treatment Study Group.*
Personal Social Services Council, London (England).
Jun 77, 113p
SHR-0002438 Available from NTIS, PC $6.50/MF $3.00

The concept of intermediate treatment is examined in this report of a study group formulated by the Personal Social Services Council. Historical and philosophical origins of the concept of intermediate treatment are discussed, and the role of intermediate treatment in the development of child care policies is considered. Various assumptions that have been made about the needs of young people in trouble or at risk and the influences of such assumptions upon what practitioners and policymakers consider to be the aims of intermediate treatment and processes by which these aims can be achieved are examined. A descriptive summary of the information received from persons developing intermediate treatment concepts in England and Wales is presented. Significant issues in intermediate treatment are explored, including legal and contractual, assessment and evaluation, intervention, interagency provision, liaison and cooperation, management and resource, and manpower and training issues. Recommendations are made to stimulate the increased provision of intermediate treatment for children. Information on parameters of group work practice related to intermediate treatment is appended. A bibliography is provided.

371. *Governors and CETA: A Profile of Special Manpower Grants Activities.*
Chuck Carter and Jimmy Wyatt.
National Governors' Conference, Washington, D.C. Center for Policy Research and Analysis.
May 77, 70p
SHR-0001962 Available from National Governors' Association, 444 North Capital St., Washington, DC 20001.

The special responsibilities of State governors under the Comprehensive Employment and Training Act (CETA) is explored. This manpower study, part of the National Governors' Conference survey on the role of governors in the implementation of CETA, is designed to provide detailed information on special manpower grants in Rhode Island, New Jersey, West Virginia, Georgia, Illinois, Kansas, Texas, California, and Washington. State manpower service council operations, activities, and staff support are assessed, with emphasis on State prime sponsor functions and the responsibilities of State manpower service councils under Section 107 of CETA which are supported by 1 percent allocations. State manpower services and other special projects authorized under Section 106 of CETA and supported by 4 percent funds for State services are identified. Consideration is given to the extent to which these funds have been used to further the aims of Section 106(c). Planning procedures, program activities, and results associated with the State-sponsored administration of funds under Section 112 of CETA are analyzed. These 5 percent grants are for vocational education programs (decisionmaking; allocation procedures; and relationships among the State sponsor, local sponsors, and the State vocational education board). Recommendations to enhance the role of governors in planning under CETA are offered. Supporting data by State and a bibliography are provided.

372. *Guide for Board Organization in Social Agencies. Revised Edition 1975.*
Mary Ella Robertson.
Child Welfare League of America, Inc., New York.
1975, 36p
SHR-0002718 Available from Child Welfare League of America, Inc., 67 Irving Pl., New York, NY 10003.

This guide identifies principles and procedures of board functioning in child welfare agencies. These guidelines are flexible and are applicable to different types of agencies. A board of directors has the legal, corporate authority and responsibility for an organization's institutionalization and operation, its stability and the provision of systematic linkages with other organizations and other parts of the social system. Statutes and charters outlining the purpose for which the organization was created should be written in broad terms to give the organization the flexibility to change specific aspects of its programs without legislative action or charter amendments. The primary responsibility of the board is to give the agency direction in accordance with the needs and expectations of the community it serves. Specific duties of the board and its members are detailed. Two major types of boards are governing boards and advisory boards, and the agencies in which they are most useful are described. Auxiliary boards can be established by the governing body to perform special functions such as fundraising, volunteer services, or public relations. Boards should consist of 15 to 34 members to enable the organization of a sound board and committee structure and to obtain adequate community representation without becoming undemocratic. Qualifications for the selection of board members are described, and the characteristics which an effective board of directors should possess are itemized. Additional discussion pertains to: the function and design of bylaws; the importance of maintaining channels of communication; the role, selection, and qualifications of the executive director; conducting an evaluation of the agency's program operations; and the handling of agency finances. Board manuals set forth policy to maintain an agency's efficiency of operations and clarity of purpose. A bibliography is included. Revision of The Guide for Board Organization and Administrative Structure' published by CWLA in 1951.

373. *Guide to the Assessment of the State Agency on Aging.*
Administration on Aging, Washington, D.C.
Dec 76, 139p
SHR-0002198 Available from NTIS, PC $7.25/MF $3.00

Forms are presented in this guidebook to aid in the assessment of State agencies on aging. Agency assessment is viewed as a continuous process which serves to check on the planning, management, coordination, administration, evaluation, technical assistance, and advocacy capacities of the particular agency. Five goals of assessment are to determine: the quality of State agency on aging operations as measured against its approved plan, the performance of the agency in complying with laws and regulations, innovative programs or successful techniques which should be made available to other agencies for possible replication, the need for technical assistance in areas where there are apparent weaknesses or problems, and areas requiring corrective action. The guidebook is divided into 12 sections: administrative capacity, capacity to meet responsibilities in civil rights, planning capacity, capacity for leadership and advocacy, coordination and resource development, capacity for monitoring and assessment, capacity to provide technical assistance, capacity to approve and manage area agencies on aging, capacity to approve and manage Title VII nutrition projects, capacity to promote or establish national priority services, capacity to manage grants and contracts, and program management and fiscal administration capacity. An appendix contains a standard format for the quarterly assessment of State agencies on aging by regional offices.

374. *Human Resource Administration. Papers from the 1977 ASPA National Conference.*
Alex Pattakos.
Northern Illinois Univ., Dekalb. Center for Governmental Studies.
Nov 77, 89p
SHR-0002604 Available from American Society for Public Administration, 1225 Connecticut Ave., NW, Washington, DC 20036.

Selected papers on human resource administration are compiled in this report. The papers were presented at the 1977 national conference of the American Society for Public Administration held in Atlanta, Ga. Four papers are concerned with policy analysis in human service. They examine political aspects of the cost implications of alternative arrangements for administering national health insurance, health and social policy, the political economy of human services, and a political-economic approach to human services. Perspectives on human resource planning are addressed in three papers which consider the relationship between graduate education and professional practice in the field of social policy planning, planning for health resources, and selected experiences in local human service organization and funding. Four papers focus on human resource evaluation. They discuss effective evaluation, the dissemination and use of evaluation research, making the results of evaluation useful, and policy and program implementation. Papers dealing with the Comprehensive Employment and Training Act address provisions of the Act, a local perspective on the Act, the political economy and promise of job creation projects, and citizen participation in the Act. The role of volunteers in human services is the subject of two papers. The final four papers pertain to human resource administration in transition. Such issues as administrative change, coping with change, fiscal resource scarcity, and intergovernmental relations are examined. Tables, diagrams, and flow charts are provided in support of the discussions. See also earlier edition, SHR-0001753.

375. *Human Resource Development Phase III Report.*
Greater South Texas Cultural Basin Commission, Austin.
Mar 78, 173p Executive Summary available from PROJECT SHARE.
SHR-0002640 Available from NTIS, PC $8.00/MF $3.00

Findings and recommendations on the need for human resources in the areas of education, employment and manpower, health, housing, transportation, and planning and coordination in the Greater South Texas Cultural Basin (GSTCB) are presented. The GSTCB Commission is mandated to improve the quality of life for the people in South Texas by stimulating orderly economic and socially desirable development and conservation and utilization of the State's human and natural resources. The creation of jobs is viewed as the key to upgrading the quality of life in South Texas. The commission has concentrated on developing the economy of the basin and, simultaneously, has worked to improve human services. The report on human resource development is the result of a capacity building project conducted by the GSTCB Commission and sponsored by DHEW to devise a State/regional mechanism for integrated and comprehensive human resource planning and management. Three basic techniques employed by councils of government in the basin were a survey of service providers, a survey of political and community leaders, and secondary data analysis. Major human service needs were identified in the areas of education, employment and manpower, health, housing, transportation, criminal justice, and other social services (day care services, protective services for children, community care for the aged and for the blind or disabled, public awareness, legal assistance, and recreation). Goals and objectives are formulated for the various areas of need. Recommendations to improve human services and human resource development in the GSTCB are offered. Additional information on the human resource development project and the GSTCB Commission is provided in six appendices. Supporting data are tabulated, and references are included.

376. *Human Services Integration Project. Impact Effectiveness Evaluation. Nov. 1975 Through Dec. 1977.*
Hampton Human Services Integration Project, Va.
1978, 53p
SHR-0002632 Available from NTIS, PC $5.25/MF $3.00

This human service integration project was conducted in Hampton, Virginia, to demonstrate an effective and efficient method of providing comprehensive community-based care and services. Evaluative questions, posed to assess the impact of the project, concerned project effectiveness, quality control, integration system comparative evaluation, outreach impact evaluation, and client and community needs assessment. A generalist approach to case management was developed in conjunction with a unique approach to outreach. The evaluative analysis statistically supported the effectiveness of the unified approach to client processing for a specific target population. System effectiveness measures were directly goal related, aiming specifically to reach those in need of services and to facilitate the provision of full benefits of service. All facets of evaluation were based on outcome or impact measures, a unique feature in itself for service delivery demonstration projects. Supporting data on the evaluation of the human service integration project are contained in appendices. Portions of this document are not fully legible.

377. *Increasing Accountability for Human Services Administrators.*
John J. Stretch.
Saint Louis Univ., Mo. School of Social Service.
1978, 7p
SHR-0002723 Pub. in Social Casework v59 n6 p323-329 Jun 78.

The objective of this article is to explore major management issues facing the human services professions. Improved management is needed for better targeting, allocation, and impact evaluation of human services resources. Modern management strategies offer both a conceptual and an operational bridge for the provision of more effective and efficient services. There is an ever-growing need to increase the management skills of human services administrators. Organizational survival requires that service organizations establish the relevance, effectiveness, and efficiency of their services. The modern manager, however, is not just an administrator, he is also a social-political philosopher, a realist, and an optimistic visionary. His five major managerial roles are: planner, program designer, targeter of resources, evaluator of outcomes, and generator of resources. In fulfilling these responsibilities, the human services manager must exercise relevancy accountability, fiscal accountability, performance accountability, and efficiency accountability. Finally, in carrying out these levels of accountability, the manager must: address himself to the legitimate interests of a number of constituencies, be sensitized to the changing needs and rising expectations of his client-consumer groups; provide staff with job incentives and professional inducements; be aware of changes in professional priorities and changing levels of expertise; and he must view his system's efforts dynamically.

378. *Information and Referral for People Needing Human Services: A Complex System That Should Be Improved.*
Comptroller General of the United States, Washington, D.C.
20 Mar 78, 61p
SHR-0002658 Available from U.S.General Accounting Office, Distribution Section, P.O. Box 1020, Washington, DC 20013.

This report describes the problems in information and referral services that have resulted from fragmentation and duplication of efforts by many Federal agencies and contains a review of information and referral made by the

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General Accounting Office in 1977. Deficiencies in the information and referral systems are identified: (1) unnecessary duplication of information and referral services; (2) shortcomings that restrict access to information and referral services; (3) ineffective linkages between information and referral providers and people who need services; and (4) lack of quality control that leads to poor performance. Federal efforts in information and referral coordination are examined. It is believed that improved Federal leadership is needed to consolidate information and referral activities. Most Federal and local officials believe that consolidating activities in comprehensive centers rather than specialization in certain classifications will help eliminate fragmentation and improve the quality of services. A national policy and plan requiring coordination between agencies to consolidate information and referral activities and promote the establishment of comprehensive centers is proposed. Recommendations to enhance information and referral services are offered. Appendices contain additional data and correspondence on information and referral activities.

379. *Information System Requirements Specification.*
Los Angeles Regional Criminal Justice Planning Board, Calif.
Mar 75, 119p Executive Summary available from PROJECT SHARE.
SHR-0002592 Available from NTIS, PC $6.50/MF $3.00

The results of the juvenile diversion planning and evaluation system project (DPESP) team's findings concerning the requirements of a monitoring and a case tracking system are described, and DPESP analyzes eight computer-based client information systems considered for use by the Los Angeles Regional Criminal Justice Planning Board (LARCJPB) for its diversion projects. An effective case data and evaluation system should support intake and referral, assessment and classification, case and service management, and program management and evaluation. The minimal data elements to be collected for each of these data categories are listed. The fundamental information system operations are data transcription, data preparation, data entry, data processing, and data dissemination. The following case data and evaluation systems are compared: (1) Child Care and Placement Information System (CCPIS); (2) Child Welfare Information System (CWIS); (3) Juvenile Uniform Referral Information System (JURIS); (4) Client Action, Characteristics, Tracking and Record Updating System (CACTUS); (5) CHILDATA; (6) LA County Drug Abuse Program Tracking System (DAP); (7) Extension Zero Staff Report, Client Tracking and Evaluation System; and (8) Santa Clara County Juvenile Information System (JIS). Reasons are given for eliminating some of these systems for use by the LARCJPB diversion projects. Three options remain: (1) the selection and modification of CACTUS; (2) the selection and modification of CCPIS; and (3) the initiation of an Extension Zero system developmental effort. The appendix presents a table depicting summary comparison tabulations of the original eight systems surveyed according to the following factors: adequate documentation, security and confidentiality, data base scope, system flexibility, highest level of operability, tracking continuity, system components, report timeliness, exception monitoring, report flexibility, file flexibility, and forms input. The two systems receiving the highest scores are compared according to information requirements satisfied, reporting requirements satisfied, and estimated operating costs. See also companion documents, SHR-0002591; SHR-0002593 — SHR-0002600.

380. *Institutions and Alternatives for Older People.*
M. Powell Lawton.
Philadelphia Geriatric Center, Pa.
1978, 27p
SHR-0002687 Pub. in Health and Social Work v3 n2 p108-134 May 78.

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This article deals with the continuum of care for older people that is represented by the progression from community-based services to full institutionalization. Five major propositions are developed: (1) most older people prefer to live independently for as long as possible rather than enter an institution; (2) institutions for older people have the potential for dehumanizing the individual; (3) the ability to extend the period of residence in the community depends on an adequate supply of community-based services; (4) realities of social deprivation and biologically induced changes in physical and mental health will always demand institutional facilities; and (5) appeals to planners and legislators for the augmentation of community services should be based on service cost-saving possibilities and benefits to a large portion of the community, not on their ability to prevent institutionalization. These propositions were derived from data obtained through the 1973-1974 survey of institutions by the National Center for Health Statistics and other miscellaneous sources. At the time of the survey, there were approximately 16,000 nursing homes accommodating more than 1 million residents, 89 percent of whom were 65 years of age and older. Standards of care and alternatives to institutionalization are examined. Cost studies of community-based services versus institutionalization are cited. Revision of paper delivered at the Conference on Aging: Social and Health Perspectives,' University of Maryland, March, 1976.

381. *Integrated Management Information Systems for Community Mental Health Centers.*
Todd S. Smith and James E. Sorensen.
Denver Univ., Colo.
Feb 74, 305p Executive Summary available from PROJECT SHARE.
SHR-0002617 Available from NTIS, PC $11.75/MF $3.00

This monograph deals with integrated management information systems (IMIS) and is the result of a seminar on the role of the IMIS in community mental health centers (CMHC) held in June, 1973 at the University of Denver in Colorado. Sequential steps to follow in formulating and implementing an IMIS in a CMHC are outlined. The steps include the following major milestones: developing a conceptual approach to IMIS; understanding strategy and structures in CMHC organizations, the structure of CMHC organizations, IMIS design strategies, principles of system design; developing account and statistical subsystems; cost finding/rate setting; budgeting; integrating subsystems; analyzing costs and outcomes; and using consultants. Particular attention is given to the impact of external and internal forces on program strategies. Requirements to consider in the design of an IMIS are identified. The principles basic to the design of IMIS include top administrative commitment, needs assessment, accuracy, comprehensiveness, flexibility, parsimony, timeliness, distillation, constant vigilance, and complaining people. Four concrete IMIS subsystems are discussed: accounting, statistical, cost finding/rate setting, and budgeting. Forms and data pertaining to these subsystems are included. An event monitoring system which permits a study of the following is described: patient movement among services, resource utilization, staff time utilization, and event characteristics associated with groups of staff functions constituting specific program components. The integration of subsystems in an IMIS is viewed as a mandatory requirement for a smooth-running overall management information system. All subsystems use similar information and should work together to provide decision information necessary for CMHC management. Reporting systems, manual or computerized, represent the fruition of integrated subsystems. Approaches to external and internal integration, outcome evaluation using IMIS techniques, and the use of consultants by a CMHC are described. Proceedings of a seminar at University of Denver, Denver, Colo. June 27-29, 1973.

382. *Intergovernmental Cooperation in Illinois.*
Illinois State Dept. of Local Government Affairs, Springfield.
Mar 76, 292p Executive Summary a-

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vailable from PROJECT SHARE.
SHR-0002285 Available from NTIS, PC $11.00/MF $3.00

Intergovernmental cooperation in the State of Illinois is the topic of this handbook. Cooperation is examined as it relates to the six programmatic areas of concern to local governments. Brief sketches, case studies, and an inventory of intergovernmental agreements are included to illustrate the types of joint endeavors that have been undertaken in Illinois. The programmatic areas are: (1) general administrative services and facilities; (2) transportation and public works; (3) recreation and culture; (4) community development; (5) health, fire protection, and emergency services; and (6) law enforcement and the courts. Information provided for each cooperative effort in these areas includes participating parties, services and functions, organization and management, resources, historical data, highlights of agreement, and contact. Advantages and disadvantages of intergovernmental agreements are enumerated, as well as provisions in the Illinois Constitution and in the Illinois Intergovernmental Cooperation Act of 1973 pertaining to interlocal arrangements. The impact of intergovernmental agreements upon service delivery is assessed. Seven major legal issues associated with intergovernmental agreements are: (1) transfer and the scope of cooperation; (2) home rule and cooperation; (3) the effect of prohibition legislation on home rule intergovernmental cooperation authority; (4) express statutory authorities for cooperative endeavors; (5) prohibitions on intergovernmental cooperation; (6) fiscal aspects of cooperation; and (7) intergovernmental cooperation potential for townships. A bibliography and an index are provided.

383. *Interlocal Service Delivery: A Practical Guide to Intergovernmental Agreements/Contracts for Local Officials.*
National Association of Counties Research Foundation, Washington, D.C.
1977, 90p
SHR-0002663 Available from NTIS, PC $6.00/MF $3.00

Guidelines to assist in the development of contracts for interlocal service delivery are presented. Governments with interlocal service delivery agreements can buy materials by volume, share the cost of expensive equipment, and share the services of experts. Waste disposal, public safety, health care, and transportation are examples of services already being economically and efficiently delivered in cooperation with neighboring jurisdictions. Contracts, transfer of functions, consolidation, and joint service agreements have been tested in an attempt to achieve interlocal cooperation. Detailed procedures for developing formal service contracts are given. Initial considerations in contract formulation are legal authority, costs, policy and politics, resource assessment, and the evaluation of advantages and disadvantages. In developing a contract, consideration must also be given to the role of the recipient government, the role of the provider government, the interlocal coordinator, the contract itself, an annotated contract outline, and elements of an interlocal contract. Methods of estimating costs are detailed, as well as administrative aspects of preparing and implementing a contract. Appendices contain a glossary, a list of State constitutional/statutory references, information on the double taxation issue, an annotated bibliography, and sample contract agreements and cost worksheets.

384. *Intervening with Convicted Serious Juvenile Offenders.*
Dale Mann.
Rand Corp., Santa Monica, Calif.
Jul 76, 116p Executive Summary available from PROJECT SHARE.
SHR-0002695 Available from the Superintendent of Documents, Government Printing Office, Washington, DC 20402, Order number 027-000-00509-8.

The status of treatment modalities for serious juvenile offenders is reviewed. Particular attention is given to programs based on psychology and psychiatry, programs based on sociology and social work, school-based programs, and vocational education. Two major issues are considered throughout the report: (1) the types of interventions which can be used with serious juvenile offenders; and (2) how well these interventions work. Treatment modalities for serious juvenile offenders are detailed, including guided group interaction, psychotherapy, psychoanalysis, transactional analysis, Gestalt therapy, behavior modification, milieu therapy, family therapy, career education, and schooling in correctional institutions. It is pointed out that at least some adjudicated serious juvenile offenders seem to be in all of the following institutions and programs: adult prisons, correctional facilities or training schools with a range of security characteristics, mental hospitals, group homes, community-based day treatment programs, and community-based secure facilities. Treatment programs are defined as organized theoretically based efforts to deter violence and serious offenses by juveniles who have been adjudged delinquent. Studies of particular programs or projects involved in assistance to serious juvenile offenders are cited. Conditions conducive to successful learning are noted as clear tasks, early and frequent success, behavior models, reward structures, and credible or integrated training. It is concluded that there is an absence of a universally efficacious treatment approach and that a program of planned variations which takes maximum advantage of naturally occurring experiments and relies on documentation and analysis procedures should be able to yield significant information about treatment techniques for serious juvenile offenders. Appendices contain information on organizational and system change, cost analysis, and data sources and search terms used in the review. Notes and a bibliography are provided.

385. *Juvenile Justice and Delinquency Prevention. Report of the Task Force on Juvenile Justice and Delinquency Prevention.*
Allen F. Breed and Joseph Foote.
National Advisory Committee on Criminal Justice Standards and Goals, Washington, D.C. Task Force on Juvenile Justice and Delinquency Prevention.
Dec 76, 822p Executive Summary available from PROJECT SHARE.
SHR-0002636 Available from the Superintendent of Documents, Government Printing Office, Washington, DC 20402, Order number 052-003-00223-0.

National standards for juvenile justice and delinquency prevention are contained in this task force report. The task force was appointed in 1975 by the Law Enforcement Assistance Administration. The standards emphasize general principles rather than specific requirements. Trends in juvenile delinquency and significant issues and priorities in delinquency prevention are addressed. Delinquency prevention is viewed as a process of problem identification, resource analysis, and strategy building aimed at lowering rates of delinquency through the provision of services to persons or groups with specific and demonstrated needs. The standards are organized in 28 sections of the task force report: delinquency prevention process, organization and coordination of delinquency prevention programs, programmatic proposals for delinquency prevention, police roles and responsibilities in juvenile justice and delinquency prevention, guidelines to police intercession and operations in providing services to juveniles, police role in implementing a comprehensive delinquency control and prevention program, planning and management of police juvenile justice and delinquency prevention services, court structure, jurisdiction and scope of authority for delinquency, families with service needs, endangered children, preadjudication processes, adjudication processes, dispositions, family court prosecution services, defense and the child advocate, judicial officers and nonjudicial personnel, relationship of the court to other justice and community agencies, State agencies for juvenile intake and correc-

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tions, grievance and disciplinary procedures, intake services, detention and shelter care for alleged delinquent juveniles, community supervision, residential facilities for adjudicated delinquents, implementing a planning and evaluation capability, the need for planning, the need for evaluation, and privacy and confidentiality of information about juveniles. Appendices provide additional information on the work of the task force and standards setting. An index and biographies of persons involved in the development of the standards are included.

386. *Linkages Among Organizations: Considerations and Consequences.*
Paul Wilson.
Illinois Univ. at Urbana - Champaign. School of Social Work.
1978, 20p
SHR-0002689 Pub. in Health and Social Work v3 n2 p13-32 May 78.

A case study of three neighborhood health centers in a large urban area that demonstrates potential stresses which may be created by linkages among organizations is reported. It is felt that linkages or relationships among health care agencies established to coordinate service delivery and insure continuity of care may not necessarily be constructive. As an ancillary service in most medical settings, social work is particularly vulnerable to the demands of multiple relationships with other organizations. In the conceptual framework of the case study three sets of variables were identified from research as being important in interorganizational relationships: environmental influences, internal characteristics of organizations, and types of linkages. Top administrators were interviewed in order to identify the most important environmental influences in each of the categories noted, to explore internal organizational issues, and to indicate the goal orientation of each center. Supervisory personnel and staff members were then interviewed to determine ways in which these various issues affected them and the functioning of their unit. Interview data on the interorganizational linkages of the three centers were supplemented by having staff members indicate which health and health-related organizations in the city they had contacts with from a list of 73 such organizations. Environmental influences on the centers forced them into relationships with others in order to maintain necessary resources for client referral and organizational survival. The extent and type of linkages established by centers placed different demands on administrators and staff. The implications of the case study findings for integrated and coordinated service delivery are discussed. The questionnaire items on internal characteristics of the center are provided.

387. *Managing the Human Service 'System': What Have We Learned from Services Integration.*
DeWitt John.
Denver Univ., Colo. Center for Social Research and Development.
Aug 77, 107p Executive Summary available from PROJECT SHARE.
SHR-0100401 Available from NTIS, PC $6.50/MF $3.00

Final reports and evaluations from 19 Services Integration Targets of Opportunity (SITO) projects are synthesized in a monograph organized around categories of interagency linkages. The extent to which the SITO projects achieved fiscal, personnel, planning and programming, administrative, core service, and case coordination linkages is examined, and examples of both successful and unsuccessful attempts are provided. The SITO projects demonstrated that accessibility and availability of services can be improved by implementing interagency linkages. The projects also attempted to make service providers more responsive to clients. Services integration linkages, however, have proved expensive. The SITO experience teaches three lessons that should guide future attempts to improve interagency coordination at the State and local level: (1) building interagency linkages is difficult, requires considerable political skill, and should be approached incrementally; (2) interagency linkages can improve service delivery but are unlikely to cut costs; and (3) future research and development efforts in interagency coordination should be designed more carefully. Appended materials include brief descriptions of the projects studied, case studies of three of the projects, definitions of linkages, and a bibliography of SITO studies, reports, and evaluations. Number 4 in the Human Services Monograph Series.

388. *Medicine and Social Work: An Exploration in Interprofessionalism.*
Helen Rehr.
Mount Sinai School of Medicine, New York. Dept. of Community Medicine.
1974, 112p
SHR-0002213 Available from Neal Watson Academic Publications, 156 Fifth Ave., New York, NY 10010.

Interprofessional education and practice in the medical and social work fields were the focus of a colloquium sponsored by the Mount Sinai Medical Center in New York City. Guidelines for working party discussions were prepared prior to the colloquium. They concerned: the rationale for interprofessional education and practice in the health field, factors promoting interprofessional education and practice, factors acting as deterrents to interprofessional education and practice, and recommendations for further promotion and development of interprofessional behavior. Three working papers deal with developmental perspectives on interprofessional education, institutional constraints on interprofessional practice, and university education from an interprofessional perspective. Recommendations offered at the termination of the colloquium have a strong bias toward education, including the education of social workers and physicians and interprofessional education in general. Three major areas of concern emerged from the colloquium: (1) influence of professional identity on interprofessional action, with special reference to the individualistic orientation of the physician and the collective orientation of the social worker; (2) interprofessional action demands made on the participants in such action with regard to the acceptance of differences, the development of facilitating attitudes, and the establishment of goals for common efforts; and (3) importance of organizational factors in systems of service, institutions, and programs. A list of participants is appended.

389. *Mental Health Administration in Transition.*
Robert Agranoff and Arthur Dykstra Jr..
Northern Illinois Univ., Dekalb. Center for Governmental Studies.
1975, 65p
SHR-0002590 Available from Association of Mental Health Administrators, 2901 Lafayette Ave., Lansing, MI 48906.

Issuing from the Sixteenth Annual Conference of the Association of Mental Health, the papers in this anthology are organized around the theme 'administering mental health programs in a rapidly changing care system.' Seven subthemes order the presentations: (1) organizing for mental health in communities; (2) the effects of national health policy, especially the 'New Federalism'; (3) developing, implementing, and monitoring mental health programs in complex social service systems; (4) the role of the private sector in developing mental health systems; (5) training mental health administrators for an evolving system; (6) management information and evaluation systems; and (7) special issues and programs in mental health administration, specifically the relationship between the administrator and the clinician. The future administrator is likely to see an increased need to blend politics, science, and mental health delivery through such issues as the relationship between antisocial behavior and treatment. The future mental health system is likely to include the following: a mental health care tie-in to a national health insurance plan; a linkage be-

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tween mental health care and Medicaid; networks which include publicly financed purchase of acute services from private providers, community-operated programs and psychiatric programs in medical hospitals; chronic patient care in proprietary long term care facilities and voluntary hospitals supported by national health insurance, Medicaid, and State funds; further depopulation of patients in State-supported long term care facilities, systematic accountability systems through policy analysis and program evaluation; increased input from and accountability to a number of publics; and an increased role of the public sector in planning, coordinating, and monitoring the new system. All panel papers and presentation abstracts submitted during the conference are presented at the end of this publication. Charts and graphs illustrate several of the papers.

390. *Model for the Economic Evaluation of Sliding Fee Systems for Day Care Services.*
Thomas B. Clark, Harry A. Tomas, Jerry Legge and Lee Cash.
Georgia Inst. of Technology, Atlanta. School of Industrial and Systems Engineering.
1978, 10p
SHR-0002631 Available from School of Industrial and Systems Engineering, Georgia Institute of Technology, Atlanta, GA 30332.

A modeling approach to the design and evaluation of sliding fee systems for government-subsidized child day care services is described and illustrated. The sliding fee system is defined as a mechanism by which participating families share the cost of government-subsidized child day care services according to their ability to pay. The problem posed in the modeling approach is the allocation of scarce resources in an efficient manner throughout the State of Georgia to a designated population segment. Recipients in the population segment are families within certain income and composition ranges. In general, sliding fee systems are designed to allocate resources equitably and efficiently among recipients, encourage families to increase their earned income to the point of self-sufficiency or at least to avoid creating disincentives for doing so, and achieve equity in fee payments among families that will be sharing the costs of child day care. A computer-based model was developed to assist the Georgia Department of Human Resources in the economic evaluation of alternative sliding fee scales. Computational mechanisms incorporated in the model are intended to aid in analyzing the economic impact on real income of participating families, the economic impact on the State of Georgia, and the impact on the supply of and demand for child day care services. The general methodology of the model and its operation are detailed in relation to the various computational phases. The findings of test runs to validate the model are presented.

391. *Monitoring the Outcomes of State Mental Health Treatment Programs: Some Initial Suggestions.*
Alfred H. Schainblatt.
Urban Inst., Washington, D.C.
May 77, 95p Executive Summary available from PROJECT SHARE.
SHR-0002012 Available from Urban Institute, 2100 M St. NW, Washington, DC 20037.

This report is part of an effort to identify procedures which States can use to monitor the outcomes of a number of State services. It focuses on the outcomes of State mental health treatment programs for emotionally disturbed adults. The proposed procedures are intended to provide annual measurements of client outcomes for use by public officials and State and local mental health agencies. They are intended to complement rather than replace program evaluation efforts which attempt to demonstrate causal linkages between client outcomes and specific treatment programs. If monitored regularly, client outcomes can indicate to what extent treatment programs are helping the clients they serve. The suggested approach would provide four outcome measures: client distress, client satisfaction, social functioning, and family burden. With the exception of family burden, these data are measures of client change. Both clients and their families or friends are used as sources of the outcome data. To interpret the data, the outcome measures are compared for major groups of clients and are in turn compared to State totals. The significance of client intake and post-treatment scores can be judged in terms of the degree of differences between the client scores and the average community levels. Cost estimates for operating the procedures are presented. The outcome monitoring approach is not proposed for immediate implementation on a statewide basis. A pilot test of assumptions underlying the procedure is recommended, and key elements to be considered are outlined. Appendices contain data on selected outcome monitoring experiences and sample instruments for collecting mental health outcome data. A selected bibliography is included.

392. *Multi-Service Centers. Co-Location and Services Integration.*
PROJECT SHARE (HEW), Rockville, Md.
Dec 77, 47p
SHR-0201001 Available from NTIS, PC $4.50/MF $3.00

Current interests and priorities in the areas of multiservice centers, colocation, and service integration are the focus of this bibliography and its accompanying abstracts. The 37 selections address complex variables present in the multiservice center concept. They date from the 1970's and cover such topics as: client pathways, social innovation, service integration and linkages, the planning process for multiservice centers, methods of governance, comprehensive service delivery, poverty areas, government-sponsored multiservice centers, health and social service integration, coordination of service delivery, administration, financing and budgeting, information collection, location criteria for community information and service centers, neighborhood service centers, planning information and referral services in urban libraries, strategies for interagency linkages, and youth bureaus. An alphabetical list of authors is included. One of Project SHARE's Bibliography Series.

393. *National Center on Child Abuse and Neglect. Evaluation of Twelve Demonstration Centers. Volume I.*
White (E.H.) and Co., San Francisco, CA.
1 Nov 76, 97p Executive Summary available from PROJECT SHARE.
SHR-0003080 Available from NTIS, PC $6.00/MF $3.00

This first volume of a three-volume report discusses the nature of child abuse and neglect and the evaluation of 12 demonstration centers funded by the National Center on Child Abuse and Neglect. Operations of centers in New Jersey, the District of Columbia, Hawaii, Illinois, California, New Mexico, Connecticut, New York, and Texas are characterized for the year ending June 30, 1976. Eight categories of abuse and neglect are defined: physical abuse, sexual abuse, moral abuse and/or neglect, emotional neglect, medical neglect, educational neglect, and community neglect. Basic types of centers, categorized according to sponsoring organization, include State protective services, joint operations of State and hospital, State hospitals, State-sponsored consortium of public and private agencies, consortium of public and private agencies, multicounty organizations, private organizations, and public and private hospitals. Each center established linkages with other organizations or agencies. Such linkages involved consortium, contract, or informal relationships. Legal issues and community awareness were addressed by the centers. Primary goals for most centers were to provide comprehensive child abuse and neglect services, to provide a broad range of community education activities, and to provide comprehensive staff training in child abuse and neglect. Formative program evaluation was undertaken in the following three phases for five stages of service delivery by the centers (i.e., initial services, complete referral, comprehensive services, followup, and terminations): (1) assess the relative effectiveness of different program variations by determining the efficiency of hospital-based and social service agency-based client-oriented child abuse and neglect centers; (2) determine conditions under which program variations work best by determining the efficiency of different service delivery modalities in medically-based centers and social service centers; and (3) collect and assess descriptive data about the occurrence, consequences, remediation, and prevention of child abuse and neglect. See also Volume II, SHR-0003081; Volume III, SHR-0003082.

394. *National Center on Child Abuse and Neglect. Evaluation of Twelve Demonstration Centers. Volume II.*
White (E.H.) and Co., San Francisco, CA.
1 Nov 76, 310p Executive Summary available from PROJECT SHARE.
SHR-0003081 Available from NTIS, PC $11.75/MF $3.00

Program profiles for 12 centers funded under a demonstration project of the National Center on Child Abuse and Neglect are presented in this second volume of a three-volume report. The profiles contain a discussion of issues involved in center startup and describe issues related to center staffing. The organizational structure of each center is outlined, linkages are identified, and legal issues with which centers have been involved are discussed. Community concerns of the centers and their program priorities are examined. Goals and/or objectives of the centers are listed, and statistical information about center operation is displayed and discussed. The centers included in the evaluation are located in New Jersey, the District of Columbia, Hawaii, Illinois, California, New Mexico, Connecticut, New York, and Texas. Data on their operation for the year ending June 30, 1976, are analyzed. See also Volume I, SHR-0003080; Volume III, SHR-0003082.

395. *National Center on Child Abuse and Neglect. Evaluation of Twelve Demonstration Centers. Volume III.*
White (E.H.) and Co., San Francisco, CA.
1 Nov 76, 87p Executive Summary available from PROJECT SHARE.
SHR-0003082 Available from NTIS, PC $6.00/MF $3.00

Statistical information on the operation of 12 centers funded by the National Center on Child Abuse and Neglect is contained in this third volume of a three-volume report. Thirty-nine categories of services provided by centers in New Jersey, the District of Columbia, Hawaii, Illinois, California, New Mexico, Connecticut, New York, and Texas are detailed. Centers appeared to be offering comprehensive services in that every center reported families receiving services in more than half of the 39 categories. Client services provided by the most centers as of June 30, 1976, were individual adult counseling, transportation/waiting, crisis intervention, family/couple counseling, special child therapy, legal assistance, psychological evaluation of adults, education services, emergency funds, psychological evaluation of children, residential shelter, and group counseling for children. Data on families receiving services indicated that more families were provided with direct services than with coordinated services. The most frequently provided direct services were investigation/intake, education services, emergency funds, medical care for children, multidisciplinary team case review, diagnosis, crisis intervention, transportation/waiting, and referral. Services provided to the greater proportion of families by coordinating arrangements with other agencies were Parents Anonymous, group counseling for children, babysitting, emergency shelter, residential shelter, and identification and outreach. With regard to services by type of center, medical centers were similar to direct centers in terms of the percentage of actual cost and total value expended for most service categories. Social and coordinated centers were also similar. See also Volume I, SHR-0003080; Volume II, SHR-0003081.

396. *Needs Assessment for Social Planning: Ideas and Approaches.*
Chris E. Marshall, Keith A. Carter, Frank A. Fear, Rodney F. Ganey and Erik R. Anderson.
Iowa State Univ., Ames. Dept. of Sociology and Anthropology.
Jan 78, 51p
SHR-0002646 Available from Council of Planning Librarians, Box 229, Monticello, IL 61856.

Needs assessment and social indicators comprise the two sections of this bibliography. The purpose of the bibliography is to aid planners, policymakers, and others concerned with accurately assessing the needs of people and effectively alleviating critical social problems. It is contended that better approaches to needs assessment can improve decisionmaking and thereby improve the quality of life for those affected by decisions. Entries are primarily derived from the Social Sciences Citation Index, a general and comprehensive index which lists books and articles from a wide variety of social science sources. The time frame for the literature search is 1971 through 1976. Key terms utilized in the bibliographic search are community planning, community policy, decisionmaking, evaluation, needs assessment, program evaluation, quality of life, social assessment, social change, social indicators, social planning, social policy, and social reporting.

397. *Neighborhood Reactions to a Community-Based Treatment Center for Alcoholics.*
James D. Orcutt and Richard E. Cairl.
Florida State Univ., Tallahassee. Dept. of Sociology.
1976, 13p
SHR-0002458 Pub. in Jnl. of Studies on Alcohol v37 n5 p619-631 1976.

After the opening of the Leon County Alcoholism Center in Tallahassee, Florida, in April 1973, some residents in the nearby neighborhood voiced various objections and concerns about the center through the local news media. In an attempt to assess neighborhood reactions to the controversial community-based treatment center, survey data collected from residents of a neighborhood located near the center were compared with data collected from a similar neighborhood which has no treatment facility. Data were collected in May and June 1974 from the two target populations. The treatment community consisted of residents near the center. The control community was matched to the treatment community using block statistics on housing values from the 1970 Census. In each community, 100 interviews, representing a 71 percent response rate in the treatment community and a 70 percent response rate in the control community, were completed. Awareness of the existence and location of the center was much more widespread in the treatment community than in the control community. It appeared, however, that treatment community respondents were no better informed about the actual functions of the center than control community respondents. There were no significant differences in community reactions to the controversy over the center. Results, reflecting a favorable impression of the facility, suggest that opposition to the center was very limited within the treatment community, and media reports tended to overdramatize the extent of the controversy. Recommendations to improve the integration of treatment systems and community life are offered.

398. *Operations Plan: Project HEAVY.*
Los Angeles Regional Criminal Justice Planning Board, Calif.
May 75, 288p Executive Summary available from PROJECT SHARE.

398.

SHR-0002595 Available from NTIS, PC $11.00/MF $3.00

This report describes anticipated client service parameters for Project HEAVY (Human Efforts Aimed at Vitalizing Youth) for the Los Angeles area which is comprised of eight police divisions. Included are discussions on detailed procedural alternatives relating to management and ongoing operational aspects of program service delivery (client and informational flows). Based on recommended management and operational structures, an implementation plan was developed which identified some of the problematic aspects relating the initiation of a project to the scope of Project HEAVY. A revised budget was developed based on recommended organizational, managerial, and implementation procedures. It is estimated that Project HEAVY might receive 3,500 juveniles per year from the following interveners: the Los Angeles Police Department, the Los Angeles Unified School District, the Department of Probation, the Department of Public Social Service, and various individuals (family, parents, friends). The program management component consists of four major processes: policy and priority setting, program design, resource development, and program administration. The procedures which make up each process are detailed in written and flow chart form, formats and contents for written documents are suggested, and sample forms and instructions for project management are provided. Program service delivery to the youth target population includes the following functional service areas: developmental (preventive) services, interventive services, service needs assessment, direct services, and supportive (indirect) services. A total of 68 potential service providers were surveyed to ascertain the operational realities of rendering service to the community. Detailed work activities involved in accomplishing the following tasks are depicted graphically: pre-project review and planning, project initiation, system operations, system evaluations, and project administration. See also companion documents, SHR-0002591 – SHR-0002594; SHR-0002596 – SHR-0002600.

399. *Organization Development and Change.*
Edgar F. Huse.
Boston Coll., Chestnut Hill, Mass.
1975, 448p
SHR-0002692 Available from Masterco Press, P.O. Box 7382, Ann Arbor, MI 48107.

Organization development is presented as an approach to handling and managing change through the use of applied behavioral science knowledge. Underlying concepts and assumptions of organization development are described, using a systems approach. Organizations are viewed as systems composed of interrelated and interdependent subsystems in dynamic interaction. The book is organized into 12 chapters. Topics covered in these chapters include organization development and improvement; systems and the change process (organizations as social systems and the interdependence of subsystems, dealing with change in an open social system, and the systems concept and organization development); theories, values, and approaches related to organization development; change, planned change, and action research; systemwide approaches to organization development (two chapters which address contingency theory, grid organization, and survey feedback and development); individual/organization interfaces; concern with personal work styles; intrapersonal analysis and relationships; organization development approaches (behavior modification, transactional analysis, the Gestalt approach, human resource accounting, and flexible working hours); the organization development practitioner; and past, present, and future trends in organization development. Selected readings and case studies of organization development are appended. An index is included.

400. *People in Action.*
National Advisory Council on Voluntary Action, Ottawa (Ontario).
Sep 77, 378p

SHR-0002668 Available from Secretary of State, 15 Eddy St., Hull, Quebec, Canada K1A 0M5.

This report to the Government of Canada demonstrates the need for a greater awareness of and increased commitment to voluntary activity by both government and the general public. The findings of the National Advisory Council on Voluntary Action are detailed in 15 report chapters. The chapters are organized as follows: (1) voluntary action in Canadian society (definition of voluntary action and the role and importance of voluntary action); (2) status of voluntary action in Canada (environment for voluntary action, internal climate of voluntary action, financing of voluntary action, and the role of national offices); (3) role and responsibility of the Canadian government toward voluntary action/voluntary associations (argument for Federal government action, federalism and its relation to decentralization and voluntary action, interaction between the government and the voluntary sector, direct financial aid, legal and tax position of voluntary associations, nonfinancial support, consultation, beyond consultation, and the development of more effective voluntary activities). Additional information on voluntary activities is provided in annexes and appendices to the report. Recommendations made by the Council are outlined, and a selected bibliography is included. Report of the National Advisory Council on Voluntary Action to the Government of Canada.

401. *Personal Social Services System Approach: Is It Feasible.*
Yankey (John A.) and Associates, Cleveland, Ohio.
1978, 93p
SHR-0002690 Available from Case Western University Bookstore, 11111 Euclid Ave., Cleveland, OH 44106.

A study effort in Cuyahoga County, Ohio, was completed in December 1976 that entailed the evaluation of alternative models for structuring social service delivery systems. Service utilization issues were identified, as well as areas of unmet needs. The most significant unmet needs uncovered in the course of the study were adoption services for hard-to-place children, group counseling for youth and adults, day care services for infants and school-age children, nontraditional group homes, group home services for adolescents, aftercare/community-based services for deinstitutionalized mental patients, long-term homemaker services, responsive transportation services, and preventive services for the detection of child abuse situations. A report was made to Cuyahoga County's Board of Commissioners that recommended a standard neighborhood service delivery system with a unified county administration. The feasibility of a personal social service system was assessed, one of the major premises being that publicly funded social services should be available in areas where people live. Consideration was given to the development and viability of area social service centers, baseline personal social services, social service area boundaries, pertinent rules and regulations, and relationships and reactions in a personal social service system for Cuyahoga County. Additional information on the feasibility study is appended.

402. *Planning Frontiers in Rural America. Papers and Proceedings of the Boone Conference, Boone, North Carolina, March 16-18, 1975.*
Burton L. Purrington and Ole Gade.
Appalachian State Univ., Boone, N.C.
17 Feb 76, 239p Executive Summary available from PROJECT SHARE.
SHR-0002653 Available from ERIC Document Reproduction Service, P.O. Box 190, Arlington, VA 22210 as ED 121 509.

Rural planning and development were the focus of a conference held in Boone, North Carolina, on March 16-18, 1975. Ten speakers addressed such broad topics as rural development and the need for planning, alternatives for rural development, the implementation of rural development objectives, and achieving a more livable rural environment. Experiences pertaining to rural planning and development in North Carolina, West Virginia, Tennessee, and the Appalachian region are reported. Three alternatives to rural development are examined: (1) physical development alternatives; (2) alternative guidance strategies; and (3) alternative institutional mechanisms. Economic and industrial, transportation, and recreational aspects of rural planning and development are addressed, as well as social issues of concern. The urban-rural interface is discussed in terms of a general overview of the potential impact of change and a possible solution to the control of probable change on a regional basis. International perspectives on rural development are offered, with emphasis on the local participation in a social change model developed in Yugoslavia. In an examination of the implementation of rural development objectives, consideration is given to regional councils, implementation at the State level, regionalism, management and technical assistance for rural areas, and citizen participation in decisionmaking. The attainment of a livable rural environment is assessed in relation to environmental implications of rural development, housing, health, planning, and protection of the rural environment. Conference participants are listed in an appendix.

403. *Policy Planning and Management Assistance for California Cities. Volume I. Appendix A.*
League of California Cities, Berkeley.
Jun 76, 120p Executive Summary available from PROJECT SHARE.
PB-264 854 Available from NTIS, PC $6.50/MF $3.00

The experiences of the League of California Cities in providing policy planning and management assistance to six cities is detailed. Efforts made in the cities were part of an 18-month capacity-building demonstration program sponsored by the Department of Housing and Urban Development (HUD). The HUD demonstration program had a dual thrust, to make changes at the local level and to organize resources for assistance. Three objectives of the California project were to improve the ability of local government officials with respect to decisionmaking and resource allocation, to focus on issues of policy planning and management, and to create a special capacity-building unit which would work within the League's structure to implement local policies more effectively. Needs and resources for developing a statewide capacity-building assistance strategy were assessed, and the actual capacity-building assistance strategy was designed. This design activity involved selecting resources for: providing assistance, choosing targets of assistance, selecting an assistance delivery mode, providing policy guidance, providing administration and supervision of assistance activities, and choosing an evaluation strategy. Resources were assembled; organizational commitments were secured, staff was selected, and the role of consultant advisors was described. The assistance delivery approach was formulated, capacity building at the local level was executed, and a capacity-building assistance system was institutionalized. Additional information on the California project is appended. See also Volume II, PB-264 855; Volume III, PB-264 856.

404. *Policy Planning and Management Assistance for California Cities. Volume II. Appendices B-E: Sample Assessment and Recommendation Reports.*
League of California Cities, Berkeley.
Jun 76, 125p Executive Summary available from PROJECT SHARE.
PB-264 855 Available from NTIS, PC $6.50/MF $3.00

This is an appendix to a report on the experiences of the League of California Cities in providing policy planning and management assistance to six cities. It contains an interview guide for obtaining information from city officials about policy development and management processes and sample reports produced for the demonstration cities. Efforts made in the cities were part of an 18-month capacity-building program sponsored by the Department of Housing and Urban Development (HUD). The HUD demonstration program had a dual thrust, to make changes at the local level and to organize resources for assistance. The interview guide contains sections on the following items: goals, objectives, priorities, and financial planning; coordination and control of activities; organization; comprehensive planning; information, research, and technology; budgeting; effectiveness, efficiency, economy, productivity, and results; history and characteristics of citizen groups; process techniques employed to accomplish program objectives; and major constraints or barriers to the implementation of process techniques. The three sample reports concern a profile of the policy process, proposals for improvement, and recommendations for implementation. See also Volume I, PB-264 854; Volume III, PB-264 856.

405. *Policy Planning and Management Assistance for California Cities. Volume III. Appendix F: A Guide to Program Budgeting.*
League of California Cities, Berkeley.
Jun 76, 52p Executive Summary available from PROJECT SHARE.
PB-264 856 Available from NTIS, PC $5.25/MF $3.00

Program budgeting is the topic of this appendix to a report on the experiences of the League of California Cities in providing policy planning and management assistance to six cities. Efforts made in the cities were part of an 18-month capacity-building demonstration program sponsored by the Department of Housing and Urban Development (HUD). The HUD demonstration program had a dual thrust, to make changes at the local level and to organize resources for assistance. Guidelines are presented that introduce city officials to the concepts of program and performance budgeting, particularly for use in deciding whether changes to a program budget will be beneficial. Information needs of city council members and managers of cities with populations of under 50,000 are addressed. Benefits and problems of program budgeting are assessed in relation to other budget types and the overall municipal decisionmaking process. Elements involved in converting to the program-budgeting approach are identified. Case studies of four California cities that use program budgeting and a bibliography are contained in appendices. See also Volume I, PB-264 854; Volume II, PB-264 855.

406. *Problems and Issues in Social Casework.*
Scott Briar and Henry Miller.
Jul 71, 274p
SHR-0002714 Available from Columbia University Press, 136 S. Broadway, Irvington, NY 10533.

This book presents a review of social casework, an analysis of its current status, and a consideration of its future possibilities. The book consists of two sections; part I discusses social casework theory and part II, social casework practice. In a historical overview of casework theory, one significant theme dominates: casework has been an incessant and chronic search for ways to help troubled people. Social casework has always operated within the confines of a value system encompassing a commitment to the sanctity of man, his worth, and his dignity. This commitment demands respect for an individual's right to self-determination and confidentiality and requires a nonjudgmental attitude on the part of the caseworker. Social casework, by virtue of its claim to professionalism, is committed to the scientific method and its two premises: (1) knowledge is valuable and worthy of discovery, and (2) rational procedures are the most productive means of accumulating knowledge. The mission of the social caseworker is to help individuals and families make desired changes through the application of knowledge and skills in a manner consistent

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with the values and objectives of social work. Diagnosis and goal setting provide the context for the more specific discussion of treatment at various levels of intervention. Treatment through intervention is an attempt to induce change selectively. Included are discussions on the nature of intervention, its ingredients, its functions, and intervention tactics employed by the caseworker. Extensive notes and an index are provided.

407. *Productivity Measurement in Administrative Services: Budgeting and Management Analysis in Public Service Institutions.*
Peter Merrill and T. Krishna Kumar.
Abt Associates, Inc., Cambridge, Mass.
Jun 77, 65p
SHR-0002694 Available from Abt Associates, Inc., 55 Wheeler St., Cambridge, MA 02138.

Productivity research has generally not treated the administrative function of public service institutions. The purpose of the project reported here was to investigate the potential for developing methods of quantifying the productivity of budgeting and management analysis in institutions such as State governments, universities, and hospitals. Federal and State regulations and reporting requirements for such institutions are increasing. This limits the ability of local administrators to contain the size of administrative staffs and, in turn, limits their ability to control administrative cost. Productivity ratios derived from conventional methods of measurement are unreliable and misleading. In response to this problem, this project developed a derived demand function approach to measure administrative productivity. This approach measures the marginal product of administrative labor based on a cross sectional study of the growth of administrative cost over time in selected institutions in relation to other social phenomena which could potentially contribute to that growth. An overview of the activities involved in each stage of the study is given. It is proposed that the primary control of administrative productivity be centralized within State government. Thus, research aimed at developing measuring techniques should: (1) focus on analytical approaches relevant to State control; (2) determine trends in administrative costs in selected public service institutions; and (3) identify the major causes of changes in the level of administrative effort. The issues and problems related to the development of measurement techniques are discussed, and a derived demand approach which is considered most relevant to the control problems is described. A bibliography is provided.

408. *Professionals and Paraprofessionals.*
Michael J. Austin.
Washington Univ., Seattle. School of Social Work.
1978, 295p
SHR-0002649 Available from Human Sciences Press, 72 Fifth Ave., New York, NY 10011.

The impact of paraprofessionalism on social work is investigated in this book. The logic of using representatives from the community, paraprofessionals, instead of professionals for many service tasks is persuasive. Professional education is viewed as simply society's way of certifying to the public that a person has been prepared for the practice of a profession, and there has been impetus to explore new methods of inservice training in the social work field. The relationship between professionals and paraprofessionals in social work is analyzed. The book is divided into three sections. Part one is concerned with paraprofessionalism from a historical perspective (professionalization and manpower planning). Part two focuses on building career opportunities (paraprofessional utilization issues, paraprofessional job activities, paraprofessionals as adult learners, professionals as adult learners, and planning for career mobility). Part three includes a study in paraprofessionalism (the professional-paraprofessional relationship, organizational roles, and organizational structures and leadership). A bibliography is provided.

409. *Program Design Issues: Project HEAVY/San Fernando Valley.*
Los Angeles Regional Criminal Justice Planning Board, Calif.
May 75, 136p Executive Summary available from PROJECT SHARE.
SHR-0002594 Available from NTIS, PC $7.25/MF $3.00

This report on issues in program design of a juvenile diversion system for the San Fernando Valley called Project HEAVY (Human Efforts Aimed at Vitalizing Youth) discusses the following design aspects: client selection, program management, service delivery, and program information and evaluation system components. Recommendations are made for major design approaches and alternatives. Project HEAVY management processes include policy and priority setting, program design and monitoring, resource development, and program administration. Program service delivery includes five major functional areas of service: developmental (preventive) services, interventive services, service needs assessment, direct services, and supportive (indirect) services. Tables list service agencies, direct service providers, and supportive service providers for social adjustment counseling, mental health counseling, substance abuse treatment, health and medical care, and residential treatment care in the Project HEAVY/San Fernando Valley area. The Client Action, Characteristics, Tracking and Record Updating System (CACTUS) was selected, modified, and documented to meet Project HEAVY requirements. Samples of the input code sheets to be used by the project for data entry are shown. Samples of operational reports and program analysis reports are provided. An operations plan is suggested, and an operations plan cost summary is presented for Project HEAVY. See also companion documents, SHR-0002591 – SHR-0002593; SHR-0002595 – SHR-0002600.

410. *Program Development Handbook for Local Managers in the Aging Network on Staff Development.*
Center for Public Management, Potomac, Md.
Nov 77, 39p
SHR-0002456 Available from SHARE, PC $4.50

Guidelines to assist area agency, nutrition, council on aging, and service provider executives in dealing with complex aspects of administering staff development and training activities are provided. In the development of guidelines, the Center for Public Management was retained to conduct background research into the status of training and management. This research involved a review of fiscal year 1976 and transitional quarter grant applications; telephone conversations with virtually all State training officers; and onsite visits to 13 State offices on aging, 20 area agencies, and 20 nutrition projects. An overview of training and management is presented. Guidelines for needs assessment and priority setting, the establishment of training goals and objectives, the selection of appropriate training techniques, the implementation of training through third-party agreements, and the evaluation of short term training are delineated.

411. *Proposed Model for Evaluation Studies.*
Kjeld Moller Pedersen.
Odense Univ., Fun (Denmark).
1977, 12p
SHR-0002394 Pub. in Administrative Science Quarterly v22 n2 p306-317 Jun 77.

Possible classifications of evaluation studies are discussed in relation to a proposed framework for such studies, and a distinction is made between evaluation and policy studies. Whether an evaluation study is an investigation of production functions, outcome functions, or both, there must be alternatives if the study is to be relevant for decisionmaking. The implications of a proposed production and outcome functional model for evaluation research are examined in relation to interprogram and intraprogram decisions, policy analysis, and the influence of evaluation studies. Evaluation and decisionmaking in an organizational context are discussed. A general evaluation model is detailed. Concepts embodied in the model include outcome, output, input, efficiency, effectiveness, and policy analysis. Possible uses of evaluation studies are shown as they pertain to decisionmaking and the organizational framework in which decisionmaking occurs. The organizational framework includes assumptions about utility maximization and identifies two groups of decisionmakers in terms of a means-end hierarchy: agency heads below and policymakers above. It is shown that program managers seldom use the findings of evaluations because agency decisionmakers have motives which are different from those of policymakers and their decisions are made in a different context.

412. *Public Financing of Voluntary Agency Foster Care: 1975 Compared with 1957.*
Ruth M. Werner.
Child Welfare League of America, Inc., New York.
1976, 36p
SHR-0002716 Available from Child Welfare League of America, Inc., 67 Irving Pl., New York, NY 10003.

This paper examines how public financing of voluntary agency foster care has been affected by recent changes in public policy, such as the extension of the aid to families with dependent children (AFDC) program to foster care under Titles IV and XX. In 1975, questionnaires were sent to State departments administering services for dependent and neglected children. Responses were received from 50 of the 53 units contacted, and these responses were compared with data obtained from all 53 units responding to a similar questionnaire in 1957. The comparison shows that during the period from 1957 to 1975 there was a shift upward in the proportion of the total child care program represented by payments to voluntary agencies. The use of a network of voluntary agencies has not replaced publicly administered service as some had hoped it would. There was an increase in public control of planning for children in the care of voluntary agencies. Most States reported using the nature of the child's problem as a rate determinant. The findings showed marked developments in the area of accountability between 1957 and 1975. Choosing the lowest bidder when contracting with voluntary agencies may result in lower service quality. The need for greater accountability is unquestioned; the challenge lies in working out partnerships that will enhance the range of services available to children. AFDC funds for foster care are the major new source of public funds going to voluntary agencies, and public foster care programs continue to provide the backbone of services to dependent and neglected children. It is anticipated that Title XX regulations will influence agreements between voluntary agencies and States. Appendices contain tables and the questionnaire sent to the State departments. An annotated bibliography is included. Update of Public Financing of Voluntary Agency Foster Care' published by CWLA in 1961.

413. *Rape Victim.*
Deanna R. Nass.
College of Staten Island, New York.
1977, 178p
SHR-0002691 Available from Kendall / Hunt Publishing Co., 200 Iowa St., Dubuque, Iowa 52001.

This collection of articles focuses on the problems faced by the rape victim and on the assessment and therapeutic response to the rape trauma. The discussion is largely confined to an attack on an adult woman by an adult male. The thesis of the book is that the psychological pain experienced by the rape victim arises not only from the event itself, but from societal factors which tend to exacerbate her suffering. This suggests the need for supportive services that fulfill two kinds of functions: the first provides counseling to the victim to help her overcome her sense of unresolved guilt, the second kind performs an educative task in modifying the attitudes of the public. Reasons for rape and responses and reforms in the treatment of rape victims are addressed. Particular attention is given to actual incidents in which women were raped, the attribution of fault to a rape victim as a function of victim respectability, victimology and rape, and forcible rape and rights of the accused. Consideration is given to the treatment of rape victims in hospital emergency rooms, rape victims in emergency wards, trauma assessment, the rape trauma syndrome, psychodynamic parameters related to rape victims, coping behavior of rape victims, and crisis and counseling requests of rape victims. An index is included.

414. *Recreation's Role in the Rehabilitation of the Mentally Retarded.*
Larry L. Neal.
Oregon Univ., Eugene. Rehabilitation Research and Training Center in Mental Retardation.
1970, 89p
SHR-0002662 Available from Rehabilitation Research and Training Center, Clinical Services Bldg., University of Oregon, Eugene, OR 97403.

This monograph reports the proceedings of a conference convened in 1969 by the University of Oregon Rehabilitation Research and Training Center in Mental Retardation and the Center of Leisure Studies, which focused on recreation services for rehabilitating the mentally retarded. The objectives of the conference were: to provide a broad overview of the cultural-familial retarded in urban areas, to determine what is being done in communities and institutions to serve the leisure needs of the mentally retarded, to provide an opportunity for administrators to see the type and extent of programming being offered, to stress the importance of recreation professionals taking the initiative for facility development and program implementation, to stress the interrelationship between recreation professionals on all levels, to present the potential offered in play equipment with special reference to retarded youth, and to develop a basis for the evaluation of recreation programs and techniques. Conference papers addressed the following: the charge of therapeutic recreation specialists serving special groups through the medium of recreation, individual recreational needs, mental retardation, recreation programming, the role of a municipal recreation department in providing services to the mentally retarded, the therapeutic recreation specialist as a change agent and guidelines for policy and curriculum development, interaction between institutions and communities, recreation equipment, and the Federal impact on recreation for the mentally retarded. Programming in the areas of arts and crafts, bowling, habilitative camping, music, special olympics, scouting, swimming, and activities for youth is discussed in a number of papers. Tables, graphs, and diagrams support the discussion. References are included. Number 4 in University of Oregon's studies in rehabilitation of the retarded. Proceedings of a conference sponsored by the Center in Eugene, Ore., May 19-21, 1969.

415. *Rehabilitation of the Severely Handicapped Homebound. Report from the Study Group.*
Arkansas Rehabilitation Research and Training Center, Hot Springs.
Jun 77, 105p
SHR-0002519 Available from Arkansas Rehabilitation Research and Training Center, Hot Springs Rehabilitation Center, 105 Reserve St., P.O. Box 1358, Hot Springs, AR 71901.

A study group was established to prepare a report on rehabilitation of the severely handicapped homebound for use by rehabilitation agencies as both a resource manual and training guide. Basic goals of the study group were to provide information to assist rehabilitation agencies in establishing programs for the severely handicapped homebound, with consideration given to legislation, legal constraints, innovative models, techniques, procedures, and other special problems; to develop a resource document for use by rehabilitation agencies in providing better services and employment opportunities to the severely handicapped homebound client; and to develop a resource document for use in the training of rehabilitation personnel involved in the provision of services to the severely handicapped homebound client. Five sections comprise the report of the study group. They concern general aspects of rehabilitation efforts to serve the severely handicapped homebound, service delivery for the homebound, program planning and development, employment concepts for the homebound, and staff training. Appendices contain a list of references and other relevant information on the study group.

416. *Report of the OMB Study Committee on Policy Management Assistance. Volume III: Background Papers and Resource Materials.*
Raymond A. Shapek.
National Science Foundation, Washington, D.C. Office of Intergovernmental Science and Research Utilization.
Jun 75, 1168p Executive Summary available from PROJECT SHARE.
PB-243 804 Available from NTIS, PC $19.00/MF $3.00

Public management is the focus of this compilation of papers provided in the third volume of a report prepared by the Office of Management and Budget's Study Committee on Policy Management Assistance. The volume includes background papers commissioned by the National Science Foundation to bring broad and diverse nonfederal perspectives on public management issues, committee and staff working papers that illustrate part of the evolutionary process of the committee's deliberations, and an extensive bibliography of materials that were reviewed and from which ideas and perspectives were drawn. Primary emphasis is placed on the Federal Government's role in public management assistance. Studies contained in the volume are organized into four chapters that address broad thematic areas: (1) local government perspectives on strengthening local capacity; (2) State government perspectives on strengthening State and local capacity; (3) strategic considerations in Federal policy management assistance efforts; and (4) guidelines, models, and resources in Federal policy management program development. Selected committee working documents and staff papers are included. Appendices contain a list of the committee's members, the committee charter, and a bibliography. See also Volume II, PB-248 334.

417. *Report of the United Community Planning Corporation to the United Way of Massachusetts Bay. UWMB/UCPC Services Definition Project Report.*
United Community Planning Corp., Boston, Mass.
Jun 76, 94p Executive Summary available from PROJECT SHARE.
SHR-0002352 Available from United Community Planning Corp., 14 Somerset St., Boston, MA 02108.

The services definition project, a joint effort of United Way of Massachusetts Bay, United Community Planning Corporation, and United Way-affiliated agencies, has classified and defined the 33 major services provided residents of Metropolitan Boston with United Way support. Initiated in December 1975 and completed in June 1976, the project stemmed from volunteers' concern that agencies providing similar services use common definitions. The following standard format is used for all service definitions: objectives, personnel, type of activity, client target group, type of facility, measurement of effort, service outcomes, and cost elements. Definitions are given for the following services: adoption, advocacy, blood donor recruitment, camping, civil legal, community planning, youth development, counseling, day care, disaster assistance, education and training for health personnel, emergency, employment assistance, family life education, foster family, general health care, home-based health care, homemaker, housing assistance, information and referral, neighborhood/community development, participatory recreation, physical fitness/education, physical rehabilitation, preventive health, protective, research, social development, social group development, social rehabilitation, supplementary education/cultural enrichment, vocational rehabilitation, and volunteer utilization services. Appendices include copies of the request for and acceptance of the project.

418. *Rural Milieu and the Aged: Social Factors in the Rural Environment and Their Impact on the Aged.*
Bernard L. Dworsky and Robert A. Wilson.
Delaware Univ., Newark. Coll. of Urban Affairs and Public Policy.
Aug 73, 17p
SHR-0002575 Available from College of Urban Affairs and Public Policy, University of Delaware, Newark, DE 19711.

This study represents the initial attempt to implement the social indicator concept in Delaware. Social indicator surveys were used to determine the status and needs of the elderly and to develop a statewide plan for them. A series of indices permit the monitoring and comparison of the social health of an aged population in a given geographical area at a given time. Indicators measure the adequacy of housing, social relations, life satisfaction, health status, economic well-being, and independence. Through a methodology which combines questionnaire and interview designs, a comparative profile of the social well-being of the aged who reside in rural and urban areas of the State emerges. Population data, distribution, density, and trends concerning the elderly in the State as a whole and in each of the four areas surveyed (New Castle, Kent, and Sussex Counties and Wilmington) set the background for considerations of the development of programs, policies, and services for the elderly. A summary table presenting each of the areas surveyed reveals vast differences in the living conditions of the aged in different geographic areas within the State. The rural environment contains a number of social factors which present a distinct circumstance for the elderly. The social indicator results unveil that the rural elderly are a distinct aged subculture characterized by tradition, pride, an ascription orientation, dependency, and pessimism. Findings suggest that programs of limited manageable goals, anticipated slowness in operationalizing, and lengthened timeframe which remain sensitive to personal circumstances and refrain from dramatic gestures have a higher probability of success. Such programs should include a monitoring and evaluation component to measure and refine factors characteristic of the rural subculture of the aged. An explanation of the method of social indicator computation appends the study.

419. *Selecting Effective Citizen Participation Techniques.*
Wayne R. Torrey and Florence W. Mills.
Federal Highway Administration, Washington, D.C. Office of Program and Policy Planning.
1977, 27p
PB-272 522 Available from NTIS, PC $4.50/MF $3.00

A process for the selection of effective citizen participation techniques applicable to transportation planning is detailed. The process has three parts: (1) identify on the basis of function techniques that are suitable to a particular stage in the planning process under consideration; (2) elminate any techniques that require the use of resources beyond those available to an agency; and (3) select the most appropriate remaining technique on the basis of the sociopolitical situation prevailing in a community. Each part of the process is discussed and applied to such

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participation techniques as advocacy planning, charrettes, hotlines, and surveys. Thirty-seven citizen participation techniques are classified according to functions of information dissemination, information collection, initiative planning, reactive planning, participation process support, and decisionmaking. A 19-step representation of the transportation planning process is cited as an example of how the functions of clarification, communication, communication with feedback, interaction, and problem-solving in achieving citizen participation can be realized. Citizen participation resources and techniques are listed in tabular form. It is suggested that planners should consider six factors in matching a potential citizen participation technique to a given community: local interest level, attitudes, cohesion, expectations of the community's role in planning, past experience with participation, and educational level. A list of references is provided.

420. *Service Delivery System for Consumer Implementation and Evaluation.*
James J. Reisinger.
Children's Memorial Hospital, Chicago, Ill. Div. of Child Psychiatry.
1976, 16p
SHR-0002433 Pub. in Jnl. of Mental Health Administration v5 n1 Summer 1976.

Evidence collected in support of training nonprofessionals to administer therapeutic techniques has continued for the past decade. Accumulating literature testifies that parents can act as principal behavior change agents for their retarded children. This article describes a multifaceted behavioral system, the Early Intervention Program (EIP), which is operated primarily through parent consumers for preschool children. The discussion reviews several issues and EIP responses. (1) Use of nonprofessionals will remove financial pressure from this historically short funded area. (2) Techniques of development in retardation remain 10 years ahead of implementation. EIP use of parents will allow more rapid implementation. (3) Lack of manpower, a notorious problem in this field, calls for the use of nonprofessionals wherever possible. (4) EIP parents avoid the use of rigid diagnostic classification and direct attention to actual behavior. (5) EIP allows more intensive and extensive therapy than traditional professional care methods as the parent accompanies the child nearly everywhere. (6) Mother-child pairs form the central focus of EIP, and instructional techniques emphasize simulated application teaching over the less effective lecture methods. (7) Often traditional treatment effectiveness does not go beyond the professional's office. Use of trained nonprofessionals encourages ongoing therapeutic measures. The EIP operates through independent modules, each meeting a specific need of the child. Examples of such structures clarify their functioning. The discussion notes that the largest barrier to implementation remains the professional bias concerning the competence of nonprofessionals.

421. *Service Implementation in Emerging Human Service Agencies: Individual, Organizational, and Community Factors.*
Arnold D. Kaluzny and James E. Veney.
North Carolina Univ. at Chapel Hill. Dept. of Health Administration.
1976, 24p
SHR-0002724 Pub. in Jnl. of Social Service Research v1 n2 p163-186 Winter 1977.

This article reports a study to assess the effects of three sets of variables on the implementation of selected services in a sample of drug treatment agencies. The three sets of variables are: (1) sources of information valued by agency personnel; (2) structural and process characteristics of the agency; and (3) characteristics of the community in which the agency is located. Drug treatment agencies are in the early stages of development; and because of their emergent nature, these organizations function primarily on the basis of shared expectations and are less able to control the impact on the organization of individual personnel and the external environment. It was expected, therefore, that the implementation of their services would be more influenced by the sources of information valued by agency personnel and/or characteristics of the community than by the structural and process characteristics of the agency itself. Data used to test this hypothesis were collected from 16 community-based drug treatment agencies and three clinic-based programs in eight counties in North Carolina with high incidences of drug abuse problems. The general hypothesis was not supported; findings indicate that structural and process characteristcs have the most pervasive effect on implementation of agency services. Community characteristics were negatively related to the time of support service implementation, and preferred information sources among agency personnel were negatively related to the number of heroin services implemented and the time of implementation. The findings indicate that relationships among an organization's environment, personnel, internal structure and process, and service implementation are far more complicated than was originally thought. Tables illustrate the findings, and references are provided.

422. *Services for Mentally Retarded Juvenile Offenders. Report of the Mental Health and Mental Retardation Authority of Harris County Interagency Task Force on Services for Mentally Retarded Juvenile Offenders.*
Harris County Mental Health and Mental Retardation Authority, Houston, Tex. Interagency Task Force on Services for Mentally Retarded Juvenile Offenders.
1 Sep 76, 60p
SHR-0002637 Available from NTIS, PC $5.25/MF $3.00

The proposed service continuum for mentally retarded juvenile offenders (MRJO's) in Harris County, Texas, is reported. In a study by a task force of the Texas Department of Mental Health and Mental Retardation, the first priority for MRJO's was determined to be the provision of therapeutic programming by region in community-operated facilities of the smallest feasible size, where such facilities are understood to be exclusive of State schools, State hospitals, and Texas Youth Council facilities. Subsequent to the publication of the task force's report, it was decided that a pilot program of services for MRJO's would be developed and delivered in Harris County. The rights of MRJO's are viewed from a philosophical perspective. Needs for service in Harris County and the incidence of mental retardation are discussed. A community service structure for MRJO's is suggested that encompasses service principles, clientele priorities, juvenile court and juvenile probation procedures, diagnosis and evaluation, treatment planning, outpatient care, and residential treatment and program expansion. Accreditation and licensing standards to be met by facilities serving MRJO's are discussed, and funding sources are identified. A list of references is provided.

423. *Sheltered Workshop Study: A Nationwide Report on Sheltered Workshops and Their Employment of Handicapped Individuals. Statistical Appendix to Volume I.*
Employment and Training Administration, Washington, D.C.
Jun 77, 1415p Executive Summary available from PROJECT SHARE.
SHR-0002608 Available from NTIS, PC $21.50/MF $3.00

A survey of sheltered workshops and their employment of handicapped persons was jointly financed by the Manpower Administration (now the Employment and Training Administration) and the Employment Standards Administration of the Department of Labor. Extensive statistical data are provided in this appendix to the first volume of the report. Phase I of the survey involved a mail questionnaire survey of all known sheltered workshops. Phase II consisted of personal interviews with approximately 3,000 clients randomly selected from 600 workshops. The findings of the Phase I survey are presented in this report. The survey was designed to elicit data on the characteristics of workshops and the number of clients served; staffing and professional services provided; financial operations, including source of income, type of expenditures, and investment in plant and equipment; major commodities produced and services rendered; client training, production, wage earnings, fringe benefits, job placement, and collective bargaining; and opinions on the effect of the work activities center concept established by 1966 amendments to the Fair Labor Standards Act (FLSA). The 1972-1973 operating period was covered by the Phase I survey. Survey questionnaires were mailed to 3,021 facilities believed to be operating workshops between August 15 and October 10, 1973. An additional 20 questionnaires were subsequently mailed to newly identified workshops, for a total of 3,041 questionnaires. The total response was as follows: workshops submitting usable questionnaires, 1,917; not operating a workshop, 437; duplicates, mailed/returned, or no longer in operation, 278; and nonresponse or noncooperative, 409. Questionnaires used in the survey represented 1,786 workshop establishments operating a total of 2,530 workshop programs (regular program workshops, work activity centers, and training and/or evaluation programs). Terms used in the report are defined in order to assist in the review and interpretation of data. The bulk of the report is comprised of statistical tables. See also Parent Document, SHR-0002607.

424. *Sheltered Workshop Study: A Nationwide Report on Sheltered Workshops and Their Employment of Handicapped Individuals. Volume I: Workshop Study.*
Claude W. Whitehead.
Employment and Training Administration, Washington, D.C. Office of Policy Evaluation and Research.
Jun 77, 133p Executive Summary available from PROJECT SHARE.
SHR-0002607 Available from NTIS, PC $7.25/MF $3.00

A comprehensive analysis of policies, programs, and services of sheltered workshops serving handicapped individuals were undertaken in a 1973 survey of the Department of Labor's Employment Standards Administration. The focus of the survey was on the types of handicapped individuals served, wage earnings and fringe benefits, financial structure, and makeup of workshop staff. Data were obtained from more than 75 percent of all known sheltered workshops in the United States. A total of 2,530 workshop programs (regular program workshops, work activity centers, and training and/or evaluation programs) operating in 1,786 establishments reported data. The goal of the survey was to assist interested organizations and agencies in evaluating existing programs and planning for the improvement of services to handicapped individuals. A historical review of sheltered workshop development, Federal regulations, and previous studies is presented. It is shown that client earnings increased very little in the 5-year survey period from 1968 to 1973. The separation of work activity center clients from regular program workshop clients did not produce significant changes in services, productivity, or programs provided. Workshops were substantially underutilized. Most workshops provided some degree of training, education, and/or therapeutic service, but very few workshops served clients referred by Federal manpower programs. Clients were moved from sheltered workshops into competitive employment at a rate of 12 percent of the total served annually. Type of work provided in workshops and client disability both influenced training and wage earnings. The size of the operating budget in many workshops, especially those serving mentally retarded clients, seemed inadequate to support the necessary programs. The size of the client group influenced services, wage earnings, and other benefits. Very few workshops appeared to have the capability to manufacture commodities to sell to the Federal

Government under the Wagner-O'Day program, although more than half provided training in services which might be provided to the Federal Government on a service contract. Supporting data are included. See also Statistical Appendix, SHR-0002608.

425. *Social Planning for Disability.*
Lawrence D. Haber.
Social Security Administration, Washington, D.C. Div. of Disability Studies.
1973, 23p
SHR-0002528 Pub. in Jnl. of Human Resources v8 supplement p33-55 1973.

The Social Security survey of disabled adults was undertaken in 1966 to examine a number of program and policy problems and to study the process of the development of disability. A multiframe area probability sample was selected to represent the noninstitutionalized civilian population in the United States between 18 and 64 years of age. Approximately 30,000 households were selected from seven population frames in 243 primary sampling areas. Data were obtained from personal interviews completed with 8,274 disabled respondents. The survey found that one-sixth of the noninstitutionalized population between 18 and 64 years of age were disabled, close to 18 million people. Of these, over 6 million were severely disabled, 5 million were occupationally limited, and 6.6 million had secondary work limitations in their regular full-time jobs. The socioeconomic characteristics of the disabled are described, and employment and income adequacy are discussed. The implications of the survey findings for social planning are considered in relation to income maintenance, rehabilitation, and work opportunity and job adaptation programs, with particular emphasis on the need for early contact and coordination of services. Supporting survey data are tabulated. Revision of a paper presented at the Annual Meeting (97th) of the National Conference on Social Welfare, Chicago, Ill., June 1970.

426. *Social Work Manpower and Social Indicators: Rural and Urban Differences.*
Carlton Munson.
Houston Univ., Tex. Graduate School of Social Work.
1978, 10p
SHR-0002688 Pub. in Human Services in the Rural Environment v3 n4 p29-38 Apr 78.

Historically, social work has been described as an urban phenomenon, and has virtually ignored the needs of rural populations. Recently, the National Association of Social Workers (NASW) was asked to develop Federal policy and social work training programs to aid in the identification of rural populations, their problems, and their needs. An empirical analysis of social work manpower and social indicators which illustrates differences in rural and urban areas is provided. Six manpower variables identified and analyzed by State for the 10 most populated and the 10 least populated States were: number of graduate students, number of graduate schools, number of undergraduate programs, NASW membership in 1965, NASW membership in 1975, and percentage change in NASW membership between 1965 and 1975. Each State was ranked in relation to a set of social indicators: individual status, social equality, State and local government, education, economic growth, technological change, agriculture, living conditions, and health and welfare. The findings of the study indicate the most populated States have the greatest concentration of social workers and social work students. Contrary to the belief that deprivation, disease, and lack of resources are more tolerable in rural areas, the social indicators show that rural living can be as difficult as urban living. It appears that Bachelor of Social Work practitioners can be used more appropriately in rural areas, while Masters of Social Work practitioners can be used more appropriately in urban areas. The social work profession should determine whether such a dichotomy is the most effective method of meeting the needs of rural and urban areas. No graduate school of social

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work offers specialized courses in rural issues or rural practice. Specialized teaching materials and methods of practice must be developed, and a unified effort on the part of all levels of social work education must be made to provide effective training for rural practitioners. Presented at the National Institute (2nd) on Social Work in Rural Areas, Madison, Wis., July, 1977.

427. *Some Emerging Issues in Legal Liability of Children's Agencies.*
Carol M. Rose.
Court of Appeals (U.S.), Austin, Tex.
1978, 68p
SHR-0002710 Available from Child Welfare League of America, Inc., 67 Irving Pl., New York, NY 10003.

Legal development trends related to children's agencies are reviewed, including general agency-child relationship issues and specific issues dealing with treatment, placement, and disclosure of information. Two major themes dominate the report. First, when courts focus their attention on a particular practice, their solution is usually procedural. Second, while court decisions do reflect traditional legal concerns, particularly with individual rights, such decisions usually attempt to follow the best agency practice rather than dictate solutions from the total perspective. Areas in which legislatures and courts are demanding that child welfare agencies follow high standards of procedural regularity and professionalism are discussed. Included in this discussion are the following topics: agency-child relationships (children's constitutional rights, children's rights as distinct from parental rights, and malpractice and agency-child professional relationships); treatment issues (elements of legally required treatment that include commitment, protection, education and habilitation, and individualized consideration as well as invasion of privacy and the right to refuse treatment); placement issues (abridgment and termination of parental rights, nonparental homes and home stability, and discrimination issues in placement); and recordkeeping, information, and disclosure. Cases and statutes involving children's rights are noted in an appendix.

428. *Some Questions About Policy Analysis and Political Theory.*
William Roth.
Wisconsin Univ. - Madison. Inst. for Research on Poverty.
Apr 78, 49p
SHR-0002705 Available from NTIS, PC $4.50/MF $3.00

This paper attempts to identify the similarities and relationships between modern policy and political theory. Both disciplines analyze empirical facts about society to prescribe changes, and both describe how values can be realized through concrete programs and strategies. There are many kinds of policy analysis which can be applied to many more kinds of public policy. Three major forms of political theory and policy analysis are described: law, economics, and social intelligence. A broad range of possible connections between policy analysis and political theory are presented. Definitions of political theory and policy analysis are not forthcoming and the unique relationship between the two concepts is not identified. The relationship between the two concepts is complicated by the vagueness of the individual terms. A list of references is provided.

429. *State Planning and Federal Grants. An Examination of State Comprehensive Planning in a Period of Increased State Activity and Increased Federal Funding.*
Public Administration Service, Chicago, Ill.
1969, 75p
SHR-0002679 Available from Public Administration Service, 1313 E. 60th St., Chicago, IL 60637.

This monograph, prepared for the Council of State Governments, is the major product of an extensive examination of State planning, Federal grants conditioned upon planning requirements, Federal grants made specifically to encourage or enhance State planning, and related matters. State planning is examined in relation to its environment, demands, and obstacles. The impact of Federal grant programs on State planning is analyzed, and available mechanisms for better correlation or linkage of federally required State plans are appraised. State planning is viewed as an instrument for policy coordination. Criteria to clarify and distinguish the functions of comprehensive State planning are proposed. Problems and issues associated with intergovernmental coordination engendered by the rapid increase in the number of Federal grants to States are addressed. The thesis that State planning is a major means for increasing and improving the management capability of each State's governmental structure is supported. Conclusions of the monograph pertain to policy coordination, public advocacy and management assistance planning, the relationship between comprehensive planning and State executives, and the relationship between Federal grant programs and State executives. An appendix lists Federal grants-in-aid examined during the study.

430. *Supplemental Security Income Quality Assurance System: An Assessment of its Problems and Potential for Reducing Erroneous Payments.*
Comptroller General of the United States, Washington, D.C.
23 May 78, 49p
SHR-0002642 Available from U.S. General Accounting Office, Distribution Section, P.O. Box 1020, Washington, DC 20013.

Causes of and means of reducing overpayments in the supplemental security income (SSI) program are examined in this review made by the General Accounting Office as of 1976. A quality assurance system for the SSI program has been established. The quality assurance review process is detailed, and the effectiveness of the process is assessed. Three basic contentions of the review are that improvements in the SSI quality assurance system are needed to increase its accuracy and reliability, that the SSI quality assurance system needs to provide management-effective corrective action recommendations, and that duplication between Social Security Administration program evaluation activities needs to be reduced. It is estimated that over $1.4 billion had been overpaid in the SSI program at the end of 1976 and that $277 million had been underpaid to recipients. A random sample of 556 quality assurance cases was selected to evaluate the accuracy and reliability of the system's review procedures and field operations, and 3.4 percent more cases with payment errors than quality assurance were found. Quality assurance made incorrect determinations on 32 of 150 deficiencies identified. Weaknesses in the quality assurance system which affect the accuracy and reliability of system information are identified. Recommendations to improve the uniformity and reliability of the quality assurance system's review process are offered. Additional information on the General Accounting Office review is appended.

431. *Systems Approach to the Provision of Social Work Services in Health Settings: Part 1.*
Martin Nacman.
Strong Memorial Hospital, Rochester, N.Y. Social Service Dept.
1975, 7p
SHR-0002242 Pub. in Social Work in Health Care v1 n1 p47-53 Fall 1975.

A sociological view of the hospital as an institution within economic, political, and value systems of the community is offered in the first part of a 2-part presentation. Systems theory is employed as the conceptual framework for projecting the potential role of social workers in the health setting. The hospital is viewed as a social system that depends on important sectors of its external environment, as well as on its own internal structure, to provide useful services. Decisions made by the hospital are nearly always influenced by value judgments and personal sentiments of powerful figures, and are limiting factors. According to the systems theory framework, both the social worker and the patient are influenced by powerful forces operating within and outside the health organization, and those forces influence the health organization and its effectiveness and efficiency. Social work encompasses the provision of direct services and participation in planning activities to effect constructive change. Various limitations, such as those mentioned above, constrict the development of hospital social work as a unique helping profession. It is concluded that, if the mandate is broad enough to permit the exercise of an expanded repertoire of skills, through a systematic framework, social work can offer hospital and medical administrators additional expertise that may be utilized in efforts to improve patient services and community relations. See also Part 2, SHR-0002243.

432. *Team Approach to Integrated Care of the Elderly.*
Dodda B. Rao.
Oak Forest Hospital, Chicago, Ill. Dept. of Geriatric Medicine and Chronic Diseases.
1977, 6p
SHR-0002021 Pub. in Geriatrics, Feb 77.

Integrated relationships among different health professionals in the care of the elderly are explored. It is noted that problems confronted by the aged and the chronically ill are, in part, the result of inappropriate priorities and poor planning in the allocation of resources. One of the first steps in improving the care of the elderly is considered to be heightening the awareness and concern of acute care practitioners to the impact of their medical practices on the later life of their patients. Although the interests and needs of elderly people may differ, their vulnerability to poor health is common. Along with functional disabilities, elderly people may also have varying degrees of accumulated losses, decrements in sensory perceptions, and circumstantial losses. Due to the complexity of their problems, it is felt that no one type of practitioner or therapist can be responsible for total care. A team approach is recommended that encompasses personnel from the following fields: administrative services, recuperative services, restorative services, investigatory recording, patient activities, public relations, and social services. The challenge is how different health professionals can most effectively integrate therapeutic programs, nursing, and rehabilitative measures to mitigate physical, psychological, economic, environmental, and social losses of the elderly. The process or cycle of aging is discussed and graphically illustrated.

433. *Theory in Action: A Community Social Service Agency.*
Judith A. Lee and Carol R. Swenson.
New York Univ., N.Y. Graduate School of Social Work.
Jun 78, 12p
SHR-0002722 Pub. in Social Casework v59 n6 p359-370 Jun 78.

This article examines the effectiveness of life model, interactionist concepts in social work when translated directly into action in a community social service agency. Sound social work practice needs to be based in theory, but the theory needs to be operational—it needs to be translated into the actual workings of the agency. The ecological perspective and the life model concept views modern living as complex, constantly changing, and potentially overwhelming. It suggests that the social worker can support individual coping and help make the social environment more responsive to its members. This article describes an agency, located in a large public housing project in a deteriorated neighborhood, that tried to put these ideas into practice. The experiment illustrated the effective use of the models in helping clients in their life roles as children, parents, and elderly citizens. The effective concepts included: the flexible use of time and space; the developmental, destigmatized view of the client; and the mediating role of the worker in the ecological field of the client. Successful transitions from community to community and from work to retirement were demonstrated. Family units and community groups were aided within natural helping networks, and isolated individuals were accepted into the community. The life model, interactionist approach seems to offer a comprehensive and flexible approach to social need, and these ideas are easily translated into practice.

434. *Time Series Analysis on Social Security and its Effect on the Market Work of Men at Younger Ages.*
Richard V. Burkhauser and John A. Turner.
Wisconsin Univ. - Madison. Inst. for Research on Poverty.
Dec 77, 31p
SHR-0002700 Available from NTIS, PC $4.50/MF $3.00

This paper tests the empirical importance of the intertemporal effects of social security on the market work behavior of prime aged males. The test of the intertemporal effects of social security provides evidence for the claim that wages in one time period of the life cycle affect labor supplies in other time periods. The paper is organized into the following three sections: (1) a review of time series changes in the labor force participation of men; (2) a theoretical analysis of the effect of social security on the labor supply of men during their younger, unconstrained years; and (3) an empirical analysis of the labor market activity of prime age males from 1929 to 1971. Using the time series analysis to test the net empirical importance of the substitution and wealth effects associated with social security on the market work of younger men, it was concluded that hours worked per week would have fallen from 2 to 3 hours since 1936 without the present social security system. Using a life cycle maximization approach to social security acceptance, it was concluded that the earnings test is not a sufficient cause for such distortion in the constrained period or over the life cycle. These findings suggest that the large savings effects associated with social security are overestimates. Tables are contained within the text and appendix, and a list of references is provided.

435. *Toward a Conceptualization of Natural Helping.*
Shirley L. Patterson.
Kansas Univ., Lawrence. School of Social Welfare.
1977, 13p
SHR-0002717 Pub. in Arete v4 n3 p161-173 Spring 1977.

This paper reports a descriptive study of natural helpers conducted by the University of Kansas School of Social Welfare. A natural helper is one to whom persons turn naturally in time of trouble or difficulty; he does not serve under any official organizational auspice, he does not receive payment for help or training, and he functions autonomously for reasons other than commitment to a collective professional ethic. The overall objective of the study was to conceptualize indigenous helping activities in a rural Kansas county where no professional helping resources were available. The primary goal was to enhance or nurture indigenous helping efforts without changing or modifying these special or different qualities that natural helpers contribute to situations. The major conclusions of the study were: (1) indigenous helping activities do exist in the rural Kansas county and contribute to social, emotional, and economic needs of residents; (2) natural and paid helpers can be differentiated by their values, to some extent their age, the problems they work with, and the techniques they utilize; and (3) mutuality is a crucial factor in the relationship between the natural helper and the person he helps, distinguishing the natural helper by the nature of the interactional context in which he works. Findings indicate that the special qualities of natural helpers can be nurtured and extended by professional differentiation of and adherence to specified role relationships. Notes and references are included.

436. *Trend Toward Equality in the Distribution of Net Income: A Reexamination of Data and Methodology.*
Timothy M. Smeeding.
Utah Univ., Salt Lake City. Dept. of Economics.
Dec 77, 55p
SHR-0002701 Available from NTIS, PC $5.25/MF $3.00

This paper takes issue with Edgar Browning's recent claim that the size distribution of family income in the United States is substantially more equal than is popularly believed. The paper consists of six sections. Sections I through IV, for the most part, accept Browning's basic methodology but employ a more detailed analysis of available data which alters his basic income concept and leads to a rejection of his attempts to adjust the data for differences in family size. An alternative estimate of the size distribution of revised net income is thereby obtained. Section V directly criticizes Browning's methodology, calling into question his estimates of income inequality. The first criticism relates to his omission of unrelated individuals, the second to the recipient value of in-kind transfers, and the third to the reranking of families as adjustments to income are performed. Section VI reviews the counterevidence, adjusts for methodological defects, and makes an assessment of the level and trend in income inequality over the last 35 years. These adjustments in Browning's methodology affect the trend toward equality of distribution of net income—whereas Browning finds that the income share of the lowest quintile of families increased by 61.5 percent from 1952 to 1972, the final adjusted figures indicate an increase of only 18.1 percent over this same period. Tables are presented within the text and appendix. A list of references is provided.

437. *Trends in Mental Health Evaluation.*
Elizabeth Warren Markson and David Franklyn Allen.
Massachusetts Dept. of Mental Health, Boston.
1976, 150p
SHR-0002677 Available from D.C. Heath and Co., 125 Spring St., Lexington, MA 02173.

This book gives an overview of a few current policies, techniques, and problems in mental health evaluation. Part one of the book addresses policies and bases for evaluation. Papers in this section review the history and future of mental health programs, examine the purposes of mental health program evaluation in relation to recent developments in the field, and considers the antiestablishment syndrome associated with program evaluation. Three aspects of evaluation are noted as policy, program, and the public. Problems in and approaches to evaluation are the focus of the second part of the book. Eight issues are explored: the development of information systems to facilitate quality assessment in mental health, problems encountered in attempts to evaluate mental health programs, guidelines for evaluating program effectiveness based on the Canadian experience, approaches to the evaluation of patient outcomes, clinical evaluation of patient outcomes, goal attainment scaling at a county mental health service, a decision-theoretic approach to the evaluation of community mental health centers, and an ethnical perspective on evaluation. An appendix provides information on self-corrective feedback through evaluation. Tables and figures are provided in support of the discussion.

438. *Users' Guide to Evaluation of State and Local Programs: A Primer. A Case Study of the New Mexico Experience.*
New Mexico State Planning Office,

Santa Fe.
Jun 77, 81p
SHR-0002635 Available from NTIS, PC $6.00/MF $3.00

This report describes the guidelines developed by the New Mexico State Planning Office for use in State and local program evaluation. Historical developments in the preparation of the guidelines and the administration of a capacity-building program for New Mexico are traced. The guidelines are contained in a primer designed to serve as a tool for assisting in the conduct of evaluation. To assess the usefulness of the primer, data were obtained from people participating in evaluation programs—from public agency officials, local service providers, consultants, and university professors. Clients for the evaluation assistance program were selected because they represented one of the following categories: State agency personnel who work with local service providers; State agency personnel who monitor other State agency programs; local service providers; and substate planning bodies, councils of government, that work with local service providers. The primer discusses the steps involved in the training and evaluation process and some of the problems encountered in its use for evaluation purposes. The results of interviews with 22 people who used the primer without technical assistance are presented. The primer is concluded to be a multipurpose document which must be supplemented with use of technical assistance, depending on user experience in evaluation. A step-by-step schedule for conducting an evaluation and other procedural information and forms related to evaluation are provided in attachments to the report.

439. *Uses and Abuses of Social Research in Social Work.*
Tony Tripodi.
Michigan Univ., Ann Arbor.
1974, 222p
SHR-0002713 Available from Columbia University Press, 136 S. Broadway, Irvington, NY 10533.

This book attempts to facilitate the process of research communication in social work by indicating how social research information can be used effectively, rather than abused. A discussion is included of basic concepts and ideas involved in social work and research, and a framework is presented to use similar criteria in discussing and evaluating social research knowledge. Social research can result in substantive knowledge, the findings of social research investigations; and methodological knowledge, strategies, and observational techniques for information processing. Abuses of social research involve the use of unethical procedures and distortions in producing, communicating, receiving, and implementing social research. Research utilization can be enhanced through improvements in the conduct of practice-related research and the conduct of research utilization activities. The former is concerned with a specification of planned research efforts that can result in knowledge directly applicable to practice, and the latter is devoted to mechanisms by which practitioners can create models for research utilization. Five models are presented for conducting practice-related research, and five modalities for research utilization planning are discussed. The book aims at diminishing the lag between knowledge development and its application and provides a perspective for the development of research utilization skills. Extensive notes and an index are provided.

440. *Utilization-Focused Evaluation.*
Michael Quinn Patton.
Minnesota Univ., Minneapolis. Minnesota Center for Sociological Research.
1978, 304p
SHR-0002681 Available from Sage Publications, Inc., P.O. Box 5024, Beverly Hills, CA 90210.

This guide, both practical and theoretical in its approach, details procedures to follow in conducting evaluation research, with emphasis on

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utilization-focused evaluation. The emergence of evaluation research is considered, and an empirical perspective on utilization in practice is offered. The power of evaluation and the personal element in evaluation are considered. Particular attention is given to the identification and organization of relevant decisionmakers and information users and to focusing the evaluation question(s). A goals clarification scheme is described, as well as the relationship between goals and objectives. The following are considered: the evaluation of program implementation, the evaluation of causal linkages, alternative paradigms of evaluation measurement and design, and meanings of evaluation data. A detailed discussion of the analysis, interpretation, dissemination, and utilization of data is presented. Five aspects of utilization-focused evaluation are outlined: (1) identification and organization of relevant decisionmakers and information users; (2) identification of relevant evaluation questions; (3) selection of evaluation methods that generate useful information for identified and organized decisionmakers and information users; (4) participation of decisionmakers and users with evaluators in data analysis and interpretation; and (5) negotiation and cooperation between evaluators and decisionmakers in dissemination efforts. Each chapter contains both a review of the relevant literature and actual case examples to illustrate major points. A list of references is provided.

441. *Variables of Capacity Building: A Process Design. Action Research Report.*
Carolyn Nilson.
Area Cooperative Education Services, New Haven, Conn.
May 77, 87p
SHR-0002682 Available from ERIC Document Reproduction Service, P.O. Box 190, Arlington, VA 22210 as ED 144 549.

Connecticut established a program of field agents in 1976 to link information resource bases and educational practitioners. All school districts in the state were served. The linkage involved sorting, storing, analyzing, packaging, and delivering information. The field agents concentrated on clients' perceived needs. The program was evaluated according to a matrix of the following variables: (1) client identification—teacher, administrator or other; (2) type of request; (3) hours spent; (4) dissemination functions—skills, promotion, supportive activities; (5) assessment functions—negotiation, catalyst, needs sensing; (6) installation functions – selecting resources, linkage, consultative services; and (7) impact on teacher or administrator, and time lapse before impact on students. A narrative evaluation was compiled of clients' perceptions of services based on questionnaire written responses. Teacher-client and administrator-client case studies, as well as graphs and tally tables, are included.

442. *Volunteer Services: A Manual for Alcoholism Program Directors.*
University Research Corp., Washington, D.C.
1976, 68p
SHR-0002667 Available from the Superintendent of Documents, Government Printing Office, Washington DC 20402, Order number 017-024-00547-9.

The value of a comprehensive volunteer program to those involved in the treatment of alcoholism is considered. Alcoholism programs vary in terms of age, size, budget level, funding source, philosophy, type of alcoholic population served, and nature of services to alcoholics and to their respective communities (detoxification units, alcoholic rehabilitation units in general or specialized hospitals, private rehabilitation facilities, clinics, counseling services, traffic safety projects, court programs, industrial alcoholism programs, and educational and prevention projects). A comprehensive volunteer program can: (1) expand the quantity, improve the quality, and add to the variety of services for alcoholic clients and their families; (2) develop an informed and willing group of advocates to speak out for the needs of alcoholic people and agencies serving them; (3) provide recovering alcoholic clients with opportunities to associate with a wide variety of community representatives, thereby easing their way back into the mainstream of local life; (4) open doors to new audiences for education about alcoholism and the prevention and control of alcohol problems; (5) spread the concept of alcoholism as a respectable illness and of alcoholics as sick people who can recover with help; (6) broaden the alcoholism agency's field for case finding, early diagnosis, and early treatment; and (7) make the alcoholism agency and its clients more acceptable in the community. The recruitment, education, and training of volunteers are discussed, with special emphasis on organizations and individuals and on volunteer counselors. Desirable characteristics of volunteers are noted. Guidelines and forms intended to aid in the conduct of a volunteer program and in the selection and use of volunteers are appended.

443. *Welfare Policy and Family Splitting.*
Jerry S. Turem and Michael Arnow.
Urban Inst., Washington, D.C. Social Service Research Program.
1977, 16p
SHR-0002725 Pub. in Jnl. of Social Service Research v1 n1 p35-50 Fall 1977

This paper examines whether family formation decisions are influenced by welfare payments. A model was developed to determine the extent to which current and proposed welfare programs provide financial incentive for families to separate, assuming that the family is a decision-making unit which attempts to maximize its income. Two questions have been specifically addressed: (1) given the eligibility rules of the aid to families with dependent children program, to what extent is a family better off if the father leaves and maintains a separate residence; and (2) assuming the adoption of a reform permitting a family with the father present to qualify for benefits, under what conditions would the family's financial position improve if the father were to leave and maintain a separate residence. In a sample of selected low-income neighborhoods in San Francisco, it was found that under present practices, up to 99 percent of families of four would be better off financially with the father living separately. Under an assistance program covering an intact family, only 32 percent would have financial incentive to separate. The data used for the study were drawn from the Census Employment Survey reports from the San Francisco Standard Metropolitan Statistical Area and supplemented by values for welfare payments, food stamp bonuses and Medicaid for California in 1971. References are provided.

444. *Welfare Reform: Alternative Strategies. An Income Policy Project Report.*
Center for Community Change, Washington, D.C.
Apr 77, 26p
SHR-0002752 Available from Center for Community Change, 1000 Wisconsin Ave. NW, Washington, DC 20007.

Three different approaches to welfare reform are described as proposed at the October 1976 session of the Center for Community Change's income policy project. The first approach, referred to as a two-track system, is designed to meet the needs of those who want to work or are expected to work, those who are unable to work, and those who are not employable under separate programs. Those who want to work would be covered by an expanded and improved employment security program that emphasizes jobs and training and utilizes an enhanced unemployment compensation system to provide income to persons for whom no work is available. The needs of those unable to work would be met through a cash assistance plan geared to the poverty level. A second approach provides for a federally funded comprehensive cash program based on the principles of a negative income tax. An incremental ap-

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proach constitutes the third alternative, and it involves a series of reforms in existing programs to meet the needs of the poor. Budgetary and political issues affecting welfare reform were addressed at the session. Significant parameters related to the resolution of these issues were identified: the absence of a means test for employables under the two-track system, the impact of a 50-percent work disregard of earnings under a negative income tax on the adequacy of benefits for those who cannot work, the impact of the food stamp program on meeting the needs of the poor, and the implications of proposals for health care and the design of welfare reform proposals.

445. *Welfare Reform Alternatives: Employment Subsidy Proposals Versus the Negative Income Tax.*
Robert I. Lerman.
Wisconsin Univ. - Madison. Inst. for Research on Poverty.
Aug 77, 51p
SHR-0002698 Available from NTIS, PC $5.25/MF $3.00

The primary goal of welfare policy is to ensure that all families and individuals have the ability to escape poverty. The underlying goals of all welfare reform include the policy's ability to: eliminate poverty; maximize equity; maximize work incentives, employment, and output; minimize the inflationary impact of redistribution; maximize target efficiency; minimize the administrative burden; minimize undesirable social effects; maximize public support; maximize effective integration with other government programs, and minimize problems related to implementation. Two major types of welfare reform alternatives are compared: the negative income tax (NIT), which would extend benefit eligibility to all families depending on size and income; and employment subsidy proposals, which guarantee minimum incomes to families whose only breadwinner is aged, disabled, or occupied with the care of young children. The latter alternative offers income support to people currently employed or willing to work but unable to find jobs. Employment subsidy proposals differ among themselves almost as much as they differ from NIT. The four employment subsidy proposals considered in the comparison are: (1) jobs and employment subsidies (JES), a proposal for an expanded earnings subsidy and a low wage guaranteed public job; (2) categorical job guarantees (CJG), a proposal for a moderate wage guaranteed public job whose wages are highest for a worker heading a family with children and lowest for a single individual; (3) jobs and income program (JOIN), a proposal for a wage subsidy and public job guarantee; and (4) three track, a proposal for an expanded earnings subsidy, a special unemployment benefit, a continuation of food stamps, and a limited number of public jobs. These five proposals are examined and ranked in terms of their ability to achieve each of the objectives of welfare reform. No single proposal emerges as the best because the scores do not allow comparison across goals and the relative importance attached to each goal varies for each proposal. Results are tabulated and a bibliography is included.

446. *Welfare Reform: Issues, Objectives, and Approaches.*
John J. Korbel, G. William Hoagland and Brian L. Davidson.
Congressional Budget Office, Washington, D.C. Human Resources and Community Development Div.
Jul 77, 175p Executive Summary available from PROJECT SHARE.
SHR-0002674 Available from the Superintendent of Documents, Government Printing Office, Washington, DC 20402, Order number 052-070-04145-5.

Welfare reform is the focus of this report written in response to requests by Congressional committees to help provide a basis for evaluating various approaches to welfare reform and issues in and objectives of the welfare system.

The welfare system provides cash assistance to low-income families with children through aid to families with dependent children; emergency assistance to needy aged, blind, and disabled persons through supplemental security income; and assistance to needy veterans through pensions. In-kind benefits, also based on need, are provided through food stamp, Medicaid, child nutrition, and housing assistance programs. Government programs that provide cash and in-kind assistance are known collectively as the income transfer system. A distinction is made between social insurance programs and welfare programs, and the impact of the income transfer system on the poor is assessed. General approaches to welfare reform are described. Indirect approaches are aimed at changing aspects of the labor market or the social insurance system that are most likely to affect the low-income population. Emphasis is placed, however, on direct approaches to incremental change and comprehensive restructuring. Welfare reform options are evaluated in terms of their costs and distributional impact. Definitions of poverty, estimation procedures are detailed, and supporting tabular data are provided in appendices.

447. *Why and How: Rationale and Process for Voluntary Action.*
John A. LaCour.
Louisiana State Univ., Baton Rouge. School of Social Welfare.
1975, 11p
SHR-0002704 Pub. in Jnl. of Social Welfare v3 n3 p35-45 Winter 1976.

Volunteer programs share the following components: organizational structure, recruitment of volunteers, an orienting process, the implementation of program activities, retention of volunteers, and evaluation of the program. This paper examines the theories that address each component of a volunteer program and suggests the processes most likely to lead to the development of an effective program. Organizational structures of volunteer organizations must be stable and flexible, and leaders must be models of the very characteristics they expect of volunteers. Volunteers can best be recruited by the personal referral of people who are friends of program personnel. By requiring potential volunteers to demonstrate qualities of responsible behavior prior to acceptance into the program, screening will be more efficient and less prone to subjective bias. The critical element in matching a volunteer with an activity is that the volunteer clearly understand the focus of the program, his responsibilities to the program, and the program's responsibilities to him. With the increased emphasis placed on accountability, it is imperative that a systematic method of measuring effectiveness and cost be a part of every volunteer effort. Volunteer programs, like all other programs, cannot be organized and expected to operate smoothly merely because a system has been established. In order for the program to continue to operate efficiently, staff and volunteers must exercise continued care and effort. A list of references is provided.

448. *Working in Welfare: Survival Through Positive Action.*
John E. Horejsi, Thomas Walz and Patrick R. Connolly.
American Public Welfare Association, Washington, D.C.
1977, 204p
SHR-0002699 Available from School of Social Work, University of Iowa, Iowa City, IA 52242.

This book is the result of informal discussions, questionnaires, and interviews with social welfare workers concerning their perceptions of and experiences in the welfare workplace. The study reached a sample of welfare workers at all levels in public welfare agencies of all sizes and in all locations in the region chosen for investigation. The purpose of the study is not to produce a statistical report but rather to enrich our understanding of and sensitivity to the issues and circumstances surrounding worker frustration. A discussion is included in which the work-

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ers present their views, reinforcing the thesis that the welfare work environment is rapidly deteriorating. The relationship between workplace problems and the rapid turnover of workers is explored. The welfare system is subject to fads and fantasies and seems to have been 'reformed' every year since its inception. An attempt is made to provide greater insight into societal change and its effect on welfare policy and programming. Specific suggestions are offered for improving the relationship of workers to management within the welfare institution. In the work environment itself and in the relationships between welfare workers and the groups with which they must interact, there are changes which need to be made if welfare is to function effectively and achieve its purpose. There is considerable room in welfare for workers to take greater control of the institution through which they seek to serve others. Notes and references follow each chapter.

449. *Youth Program Planning.*
Los Angeles Regional Criminal Justice Planning Board, Calif.
Apr 75, 195p Executive Summary available from PROJECT SHARE.
SHR-0002591 Available from NTIS, PC $9.00/MF $3.00

This program planning concepts manual presents issues and considerations to be addressed by the community youth services program planner/manager and provides a step-by-step approach for addressing these issues. Formalized program planning will include the following steps: (1) program formulation; (2) needs assessment and analysis; (3) program design; (4) program development; (5) program implementation; and (6) program evaluation. The youth services delivery system is viewed as an interacting system composed of citizens, program management, service delivery, and information and evaluation components. Examples of procedures in planning, such as a program planning process flow chart, a program action list, a preliminary program definition, final program definition, a referral flow form, a program design report, and a program evaluation report, are provided. The following additional areas are discussed: classification of services, classification of clients, client flow, information flow, program evaluation, program organizational flow, resource development, and funding alternatives. The basic correctional philosophies (deterrent/controlling, clinical/therapeutic, and supportive/protecting) are discussed, and their principal characteristics and styles are depicted. Program evaluation tracking indicators include: population characteristics, statistics, and impact; target group characteristics, statistics, and impact; client characteristics; case statistics and achievement; and management characteristics, statistics, and achievement. Checklists for the six program planning steps are presented. Appendices include a sample community resource survey, footnotes, and a glossary. See also companion documents, SHR-0002592 — SHR-0002600.

450. *Youth-Community Coordination Project.*
American Public Welfare Association, Washington, D.C.
May 78, 113p Executive Summary available from PROJECT SHARE.
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This youth-community coordination project was a demonstration effort conducted by the American Public Welfare Association, funded by the Law Enforcement Assistance Administration, between November 1974 and April 1978. In the course of the project, five site communities were assisted in the development of a coordinated planning process which emphasized prevention rather than the rehabilitation, agency cooperation rather than competition, and the identification of youth needs and problems based upon research data rather than conjecture. The basic premise of the project was that programs for youth developed by a coordinated and integrated planning body, in response to identified needs, will provide better services to the community. To demonstrate the viability of this premise, a sequential design was used and a full-time community coordinator was employed in each of the five sites: Charleston, South Carolina; Jefferson County, Colorado; Providence, Rhode Island; Savannah, Georgia; and Tacoma, Washington. Community feedback instruments were utilized in developing a data base to support community planning and programming. An executive youth council and a technical liaison team were established at all sites. Specific accomplishments achieved in some or all of the sites are enumerated. Appendices list organizations represented on the National Advisory Committee, summarize research findings, and delineate components of a model youth service system. Supporting tabular data are included.

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